Salmon Recovery Implementation Monitoring Report Card Pilot Project Final Report

Photo: Washington Department of Fish and Wildlife

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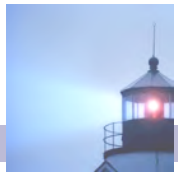

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There was significant support and participation in this project from many people in the various pilot watershed areas. Their contribution and support is deeply appreciated. The following people played a leadership role in guiding and managing the project from conception to conclusion. We offer our special thanks to them.

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EXECUTIVE SUMMARY

Chinook salmon, listed almost ten years ago, still remain at high risk of extinction with some populations returning as few as 29 fish. The Puget Sound Salmon Recovery Plan has officially guided the recovery effort for two years.

In 2007, the Recovery Council made a commitment to NMFS to create an adaptive management plan that responded to the Recovery Plan Supplement. This commitment was based on the Recovery Council's belief in the importance of monitoring and adaptive management as an integral part of its ability to successfully recover the fish. As an important step in completing that work, the Recovery Council adopted its 2008 Work Program, which included the Report Card Pilot Project. The purpose of this pilot project was to create a report card that would allow the region and others to understand the status of implementation, and to use the information to make policy decisions about the effort.

Lighthouse Natural Resource Consulting Inc. was hired to lead the pilot project with three watersheds to create and test a report card approach for the region. Through this pilot project, we attempted to create a report that described the status of implementation in a format useful for salmon recovery implementers, leaders and supporters, alike.

This document represents the Final Report prepared by the consulting team for the 2008 Salmon Recovery Report Card Pilot Project. It is based on input from the participating pilot watersheds and Partnership staff. It describes the pilot project and what was revealed about the region's readiness for a reporting system at the close of the second year of implementation of the Recovery Plan, and our recommendations for what is needed to put a reporting system into place.

Highlights of the key findings, conclusions and recommendations are provided below. Context for salmon recovery, the methodology and extensive detail on the findings, conclusions and recommendations can be found in the full report and appendices that follow.

KEY FINDINGS FROM THE PILOT PROJECT

- In terms of the current status of implementation, based on the limited information that our pilot watersheds were able to report on the status of their own implementation efforts, it is likely that implementation efforts are falling well below what was hoped for during the planning phase.

- Staffing approaches used initially to begin local watershed collaboration and salmon recovery planning work under HB 2496, appear to be insufficient as salmon recovery groups across the region shift into full-time implementation of the Recovery Plan. Watersheds and their stakeholders need significantly more funding, staff, training, and support to participate in a meaningful reporting process and system.

- Key salmon recovery stakeholders and leaders are forming opinions about the status of implementation with very limited and, sometimes, inaccurate, information. These stakeholders are critical to the long-term success of salmon recovery and they need timely, accurate information about implementation through periodic reports to stay engaged and supportive. Reporting should provide decision-makers and stakeholders with information about the status of implementation relative to the adopted 10-Year Goals.

- Reporting should be connected to, and driven by, a sophisticated adaptive management plan and monitoring system, which doesn't exist yet for Puget Sound Chinook Salmon Recovery on a regional scale. In order to begin reporting before such a plan and system is put into place, the Recovery Council and Partnership will need to make a policy decision, guided by science, about what is most important to track and report on in the short term to guide salmon recovery actions.

- The reporting system should include both a tracking tool and a process of discussing and analyzing the information gathered. We learned from the beta test of our proposed reporting system that this part of the work (gathering and analyzing information, and reaching consensus on the conclusions of that analysis) is extremely important for the continued advancement of salmon recovery work. It stimulated valuable discussions among people working across the H's and other listing factors about the current status of the work in light of the adopted 10-year goals in the Recovery Plan.

- Reporting that is not arrived at through discussion and consensus may not be trusted by those stakeholders and leaders that the reports are intended to inform. Without some level of confidence in the information reported, the reporting system itself has little usefulness

TOP 10 LESSONS LEARNED ABOUT REPORTING ON IMPLEMENTATION

WATERSHED NEEDS TO ENGAGE IN REPORTING ON IMPLEMENTATION OF THE PLAN:

Lesson 1: Every watershed already needs more staff to implement the Recovery Plan. It will require even more to begin tracking and reporting on implementation.

Lesson 2: People need training and support to provide a consistent level of information for reporting purposes.

Lesson 3: The Timing of the Reporting Cycle Matters – It Can Either Help or Hinder the Effort.

Lesson 4: Collaboration is critical to the success of implementation reporting.

SYSTEM-WIDE NEEDS TO SUPPORT REPORTING ON IMPLEMENTATION OF THE PLAN:

Lesson 5: The region needs to complete the adaptive management plan within which implementation reporting should be conducted.

Lesson 6: The Reporting System must speak to several key audiences – Implementers and Influencers.

Lesson 7: Report Cards should be drawn from an assessment and reporting system consistent with the monitoring and adaptive management plan. Where that doesn't exist yet, a few key items should be included.

Lesson 8: More funding is needed to begin collecting monitoring data and information.

Lesson 9: A database is needed and should be built around or adapted to the framework of information that we expect to use to create reports.

Lesson 10: Some level of standardization in reporting is needed if the information or data is to be synthesized to gain a perspective about implementation across the region or Evolutionarily Significant Unit (ESU).

CONCLUSIONS AND RECOMMENDATIONS

We conclude that it is premature to launch a comprehensive report card system in Puget Sound until further infrastructure can be put into place. We recommend the following next steps to advance the development of a report card and establish the underlying adaptive management system. The Recovery Council and Partnership should:

- Establish a set of criteria to assess the current level of implementation relative to the adopted 10-year goals in each of the 15 Puget Sound Chinook Salmon Recovery watersheds.

- Engage in a series of policy discussions within each watershed and at the regional level to determine how best to stage and sequence the increases in infrastructure needed to implement the Recovery Plan over an appropriate time frame.

- Establish a multi-year work plan to phase in a Reporting System.

- Communicate now, and on an ongoing basis, with key salmon recovery stakeholders and leaders on what is known now about the status of implementation, and describe what information is not yet available. Help them understand what it will take to develop an implementation tracking and reporting system and seek their support and leadership in ensuring that the resources are made available to put such a system into place.

CHAPTER ONE

INTRODUCTION

Background Information on the Pilot Project

Twenty-two populations of Chinook salmon are threatened with the risk of extinction in Puget Sound; recently some populations have returned as low as 29 or 43 adult spawners. These fish, listed as threatened nearly a decade ago, still remain at risk.

In January 2007, the National Marine Fisheries Services (NMFS) published and adopted the Puget Sound Salmon Recovery Plan under the Endangered Species Act (ESA) as the roadmap to bring these fish back from the brink of extinction. The first of its kind in the nation, the Recovery Plan was produced through a collaborative effort among watershed groups, governments, tribes, business and environmental groups, brought together by a nonprofit organization known as the Shared Strategy for Puget Sound. The Recovery Plan has formally guided regional and local recovery efforts for two years.

In adopting the Recovery Plan, NMFS also published a Supplement to the Plan, which called for, among other things, the creation of a monitoring and adaptive management plan to guide decision-making about plan implementation over time, to answer questions such as:

- Are salmon recovery efforts moving toward the Plan targets for recovery?
- Are efforts focused on what is most important to recover Chinook salmon?
- Is the Plan being implemented at the appropriate pace for recovery?

In 2007, the Puget Sound Chinook Salmon Recovery Council, the governing body guiding recovery actions under the Recovery Plan, made a commitment to NMFS to create an adaptive management plan that responded to the Recover Plan Supplement. This commitment was based on the Recovery Council's belief in the importance of monitoring and adaptive management as an integral part of its ability to successfully recover the fish. As an important step in completing that work, the Recovery Council adopted its 2008 Work Program, which included the Report Card Pilot Project. The purpose of this work program element was to create a report card that would allow the region and others to understand the status of implementation, and to use the information to make policy decisions about the effort. In particular, the report card should answer the questions posed above.

Lighthouse Natural Resource Consulting Inc. was hired by the Puget Sound Partnership ("Partnership"), to lead a pilot project with three watersheds to create and test a report card approach for the region. Through this pilot project, we attempted to create a report that provided answers to those questions in a format useful for salmon recovery implementers, leaders and supporters, alike.

This document represents the Final Report prepared by the consulting team for the 2008 Salmon Recovery Report Card Pilot Project. It is based on input from the participating pilot watersheds and Partnership staff. It describes the pilot project and what was revealed about the region's readiness for a reporting system at the close of the second year of implementation of the Recovery Plan, and our recommendations for what is needed to put a reporting system into place.

The Context in Which Implementation of the Recovery Plan is Happening

Salmon recovery efforts in Puget Sound have been underway informally for more than a decade and those efforts have been constantly transforming. The work of salmon recovery today is different from what it was even five years ago. It is worth noting how the work has changed because these changes influenced the pilot project and the creation of the implementation tracking system. These are the facts that the pilot project team faced when it undertook this project:

The people working on salmon recovery have recognized that their efforts fit within a broader framework.

In most watersheds, people working on recovery now see their efforts as part of a broader, regional and landscape scale approach to recovery. With the adoption of the Recovery Plan and 3-Year Work Programs, the change can also be seen across many different local recovery elements, from the way in which projects are identified, sites are selected and partnerships have formed, to the ecological outcomes that are sought by recovery projects and programs. Across a continuum, this change might look something like Figure 1.[1]

Figure 1 – The Shifting Nature of Salmon Recovery Work

Site Based ⇒⇒⇒ ⇒⇒	Landscape Scale
Opportunistic ⇒⇒⇒ ⇒	Strategic
Voluntary ⇒⇒⇒ ⇒⇒	Professional
Rah Rah! ⇒⇒ ⇒⇒⇒	Highly Political
Single Partners ⇒⇒⇒	Multiple Partners
Single Phase ⇒⇒⇒ ⇒	Multiple Phases
Protection ⇒⇒ ⇒⇒⇒⇒	Restoration Acquisition
Single Action ⇒⇒⇒⇒⇒	Suites of Action
Single Purpose ⇒⇒⇒⇒	Multiple Benefits

Over the past several years, the nature of the projects proposed by the 14 Puget Sound watersheds have shifted considerably from left to right across the continuum, shown above. This is occurring as scientific knowledge of ecosystem processes improves, and the watershed organizations we rely on build and grow in experience and skills. These shifts influence salmon recovery work in many ways. First, it increases the length of time it takes to move a project from the concept to design phase because projects are becoming more complex. Second, it changes the level, caliber and consistency of the human resources needed to accomplish the work, and it requires watershed staffs to consider their work programs and how they can be sequenced and integrated with work that is occurring across other H's. Finally, to be successful in the long-term, salmon recovery work will need to include new protection and restoration strategies, including regulatory and incentive programs, which require watershed staff and each agency or group working in a watershed to become increasingly skilled in the political work required to accomplish such programs.

Across Puget Sound, local watershed groups implementing salmon recovery need more resources.

Despite the advances mentioned above, the staffing approaches that were initially used to begin local watershed collaboration and salmon recovery planning work under HB 2496, are proving to be insufficient as salmon recovery groups across the region shift into full-time implementation of the Recovery Plan. The pilot groups working on these issues are significantly understaffed, and require increasingly skilled and experienced staff to manage increasingly complex projects. Unlike other organizations that take on equally

[1]More explanation about Figure 1 can be found in Appendix I to this Final Report.

complex construction projects, (e.g., local public works departments), these same groups are attempting to accomplish salmon restoration projects without or with limited aid from their own professional staff to plan, design, fund and perform the work, either through their own forces or using contractors.

Instead, local watershed groups are depending on volunteers (nonprofits, local governments, tribes, and others) to step forward and do all of the necessary work to bring a project to fruition, typically paid for through one-time grants. Watershed staffs are not responsible for, and do not control, the performance of the work. They have limited ability to control when the work will be performed because they depend on third parties to do it (some of whom also lack adequate staff or funding, to engage in this work).

The regional organization has shifted to the Puget Sound Partnership

At the same time that the local efforts for salmon recovery have been shifting, the regional organization that facilitates and provides centralized staffing to support those planning for the Recovery Plan shifted from the Shared Strategy for Puget Sound, a nonprofit organization, to a new state agency, the Puget Sound Partnership. The new agency is recently one year old, and is working to maintain and increase the level of regional support for salmon recovery, while also advancing the broader recovery of the Puget Sound. Regional work under the Recovery Plan now falls within the context of the newly adopted Action Agenda for Puget Sound.

The Recovery Plan we are tracking is complex. The number of people and organizations involved number in the thousands.

Implementation of a Recovery Plan that contains over 5,000 pages (and references hundreds of other planning documents) is complex. Salmon recovery in Puget Sound is being advanced by 14 watersheds, 15 lead entities, thousands of stakeholders, 17 treaty tribes, 12 counties, and hundreds of cities across a broad geographic area that is home to over 4 million people.

Leaders need a broad array of information to make decisions about recovery actions and much of it is not yet available.

People, from elected officials to biologists, need a broad array of information about the status of implementation to be effective in managing or supporting the salmon recovery effort. This information will be used to do everything from making funding decisions to changing legislation or county codes, adjusting harvest levels or modifying hatchery activities. Many different types of information are needed at differing scales, including: status and trends data on habitat, fish populations, hatchery programs, harvest activities (and how these three factors interact), the effects of climate change, natural predation and diseases that affect salmon and other species. This information can be gained from monitoring programs, but the exact need has not yet been defined and agreed to by those who would use it. There is not yet a monitoring and adaptive management framework to guide and direct salmon recovery. Where monitoring data is being collected, it may not serve the needs of people beyond those directly involved in doing the monitoring work

In summary, the first two years of implementation of the Puget Sound Chinook Salmon Recovery Plan have been full of change, challenges, and improvement. It was within this context that the pilot project team undertook its work.

Scope of the Pilot Project

Lighthouse Natural Resource Consulting, Inc. led the pilot project, working with Partnership staff and three pilot watersheds. The Pilot Project consisted of three phases. First, consultants created a report card template based on interviews with key leaders and research on other templates that would provide information at both local and regional scales. Second, the consultants worked with each of the pilot watersheds to test the report card system by gathering the information sought and preparing a "test report card." Finally, after the initial test of the report card was complete, the pilot project team determined that there was inadequate information to prepare a "mock up" of a regional report card using the information gained from each pilot watershed. The scope of the remaining effort was changed and Partnership staff requested that the Consultants prepare this Final Report for the Watershed Leads and Recovery Council, presenting the lessons learned from the beta test and recommendations for next steps. This Final Report was presented to the Watershed Leads on January 7, 2009 and the results of the project were presented to the Recovery Council on January 22, 2009.

Selecting the Pilot Watersheds

In selecting the three watershed areas for participation in the pilot project, the Partnership sought watersheds that represented:

- The five bio-geographic regions, in terms of species diversity and risk.
- A diverse set of habitat limiting factors and functioning habitats and processes including condition of habitat (urban, rural use, and wilderness), water quantity issues, harvest and hatchery issues.
- Diverse land-ownership issues (federal, state, private lands).
- Staffing and financial resources similar to that of other watersheds implementing salmon recovery chapters of the Recovery Plan.
- A group whose local support for implementation would be enhanced by participation in the pilot project; and/or whose participation would help advance the work of salmon recovery across the region.

The three watersheds that were invited and agreed to participate in this pilot project are the Green/Duwamish and Central Puget Sound Watershed Group (WRIA 9), Stillaguamish Watershed Group, and North Olympic Peninsula Lead Entity (NOPLE).

CHAPTER TWO

Creating a Reporting Tool – Our Methodology

The legal framework of the Endangered Species Act (ESA) drives what must be included in any species recovery plan. This means that every recovery plan must address all of the different factors that contribute to a species' decline. It must provide goals, strategies and actions and a process for managing, harmonizing and sequencing these actions over time. The net result is that recovery plans are typically complex, and the work of monitoring and adaptively managing those plans is equally so.

The Puget Sound Chinook Recovery Plan is no different. It consists of a regional plan to improve the status of Chinook salmon, as well as local recovery "chapters" created in 14 watersheds across the Sound by local participants. The Plan also includes Hatchery Management Plans and Harvest Management Plans created by the co-managers under the ESA. The Plan referred to in this document also includes NOAA's Supplement to the Recovery Plan. The Recovery Plan addresses all of the required ESA listing factors.[2]

NMFS and salmon managers must also track the viability of each population in Puget Sound by closely monitoring their abundance, productivity, diversity, and spatial structure. It was within this framework that we began our work of creating a tool that would help watersheds, the Partnership, and the Recovery Council report on implementation of the Puget Sound Chinook Salmon Recovery Plan. We started with two simple questions: (1) *What do people need to know to support the salmon recovery effort*; and (2) *What do salmon recovery leaders (at the local and regional levels) need to know to ensure that they are doing what's most important to recover Chinook salmon?*

In answering these questions, we looked to two different sources for guidance: First, we examined the October 31, 2007 Draft Monitoring and Adaptive Management Approach for the Recovery Plan (MAMA Plan). Second, we looked to the leaders and important stakeholders that guide or influence salmon recovery now and into the future.

The Draft Monitoring and Adaptive Management Approach for the Recovery Plan

Although the Draft MAMA Plan is not yet complete[3], it provides the broad regional framework for a comprehensive monitoring and adaptive management program for Chinook salmon recovery that meets the legal requirements of the ESA.

The Draft MAMA Plan calls for implementation tracking as one of the three critical types of monitoring that must be performed to guide Recovery Plan actions over time. According to the Draft Plan, implementation monitoring should track information that provides the Recovery Council, Partnership and Watershed managers with data that answers the following questions:

Photo: Shared Strategy for Puget Sound

[2] These factors include habitat, harvest, hatcheries, the effectiveness of regulations, ocean conditions and other natural factors, including predation and disease.

[3] In addition to other items that need to be completed, the MAMA draft does not yet contain a monitoring and adaptive management approach that both supports local watersheds and connects their adaptive management work to the regional framework.

- What are we trying to accomplish and, relative to short-term and long-term goals, where are we in terms of implementation of the Recovery Plan?
- Did we complete the number of priority actions that were planned for the year? If not, why not?
- Are there gaps in the Recovery Plan (or a watershed's local Chapter) and, if so, what is being done to fill them?
- Are the strategies detailed in the Recovery Plan being implemented at a pace that will achieve the desired milestones?
- How well are we implementing our proposed strategies and actions?
- Do we have the necessary funding, staffing capacity, and public and political support necessary to sustain implementation over time?
- Are we implementing our strategies in an integrated way that maximizes efficiencies and the benefits of actions across the H's?
- Have our efforts to implement recovery strategies been constrained in some way? If so, how?
- How many key uncertainties are being assessed through specific research plans?
- When assessing the overall effort to implement the Recovery Plan, do key assumptions or hypotheses need to be revised? Does the Recovery Plan need to be adjusted in some significant way?

These questions are in addition to the specific management questions sought to be answered by Status and Trends Monitoring (of both fish viable salmonid population (VSP) conditions and habitat conditions), Effectiveness Monitoring and Validation Monitoring Programs.

To develop a report card it became readily apparent it was first necessary to create a tool for tracking implementation of the Recovery Plan since these tools did not already exist. To accomplish this, we attempted to ensure that the information needed by salmon recovery managers and policy leaders, as stated in the Draft MAMA Plan, would be captured and highlighted in a consistent format. This approach ensures that successes are documented, and that problems or obstacles are clearly noted and brought forward for further policy discussion and action to resolve them. We also sought to note areas of success so accomplishments could be celebrated and recognized.

Stakeholder Interviews

Second, we interviewed a broad array of stakeholders to determine what key leaders and supporters across a wide range of perspectives knew and wanted to know about salmon recovery and the implementation of the Recovery Plan. We did this because successful and full-scale implementation of the Plan requires the support of many people in leadership roles across Puget Sound. The people selected for interviews determine policies, influence public opinion, and direct staffing, resources and funding critical to the success of salmon recovery. They are, therefore, key audiences for reporting implementation progress. Providing information to these stakeholders builds important political momentum necessary to sustain work under the Recovery Plan.

Participants. A list of key policy-makers and opinion leaders in Puget Sound was created. Local stakeholders were not interviewed through this process as their input was to be gained through the pilot areas themselves and the local scale review process that was established. A subset of this initial list was actually interviewed. (A complete list of the persons interviewed and a summary of their comments is set forth in Appendix A).

Desired Information. Stakeholders told us that they wanted to know how implementation was proceeding, but had little to no information about it.[4] Based on the recent and well-publicized collapse of the West Coast fisheries, many interviewees expressed significant concern that the condition of the fish is worsening. Some also expressed concern about the transition of the work from Shared Strategy to the Partnership, and

[4]For more specific information about the interviews, see Appendix A.

that a focus on salmon recovery was being lost as the region began focusing on the recovery of the broader Puget Sound ecosystem.

Based on these comments, **it is clear that people will form opinions about salmon recovery, *with or without* adequate information about the status of implementation**. These responses remind us that it is vital to communicate with key stakeholders about implementation, even at the earliest stages of Plan implementation when all of the desired information is not yet available.

The interviewees acknowledged that salmon recovery is complex and difficult to achieve. They consistently told us that they wanted clear, honest information about what is and is not working relative to the goals that have been set. The level of detail and amount of information desired from reporting was very audience-specific. Those closer to implementing the work desired more detail than those observing the effort from afar. But, all of the stakeholders interviewed wanted to know at least the following information:

- The quantifiable current status of the fish (abundance and productivity) and the habitat on which they depend.
- Specific information as to whether salmon recovery implementation is on track.
- If not, specific information as to why it is not on track, what can be done to address the issue, and what is most critical to address.

Photo: Shared Strategy for Puget Sound

The interviews clarified that tracking information such as acreage restored, stream mileage or numbers of projects completed *without being stated in context* (e.g., relative to achieving XYZ goal) is not useful and is really no longer acceptable if we intend to retain their support. Many of those interviewed stated that they don't want monitoring and reporting to become overly burdensome to those implementing the plan.

In terms of the usefulness of a report card, the stakeholders told us that it should use graphics that are easily understandable and show trends over time. The report card should serve both as an accountability tool and as a vehicle for telling the story of salmon recovery over time. The report card should help people see their role in implementing the Recovery Plan, and demonstrate the value of each individual's contribution, or lack thereof, toward the larger effort.

Many stakeholders told us the report card needs to feed into an overall adaptive management plan. At the local level, the information should highlight the most important issues, where conflicts exist, and where help is needed. Finally, nearly all of our stakeholders said that report cards should track information to meet NMFS delisting requirements.

In terms of timing, all stakeholders said that they want reporting to occur on a regular basis and annually, if appropriate. Every five or six years, people want a rigorous assessment to be performed, coincident to the NMFS five-year review under the ESA. Interestingly, it appeared that maintaining a robust monitoring and adaptive management reporting program over time was more important to people than the frequency of reporting, and most people understood that monitoring data would become available at different times.

After reviewing the results of the stakeholder interviews, we confirmed that the scope of reporting should be broad enough to cover all of the listing factors required by NMFS, as well as provide specific

information about how well implementation is progressing. It should provide people with a sense of a watershed's or the region's priorities, and it should be conducted in a manner that continues dialogue and interaction between and among members of both of those groups. If problems or obstacles are impeding implementation, report cards should provide leaders and interested stakeholders with timely, specific information about the problem, its root causes and possible solutions. With this guidance, we set out to create a report card for Puget Sound Chinook Salmon Recovery.

Building the Reporting Framework

Reporting is merely the act of communicating the results of tracking and analyzing certain information—here, the status of implementation. In order to report any of the information described above, we determined that the salmon program would need a uniform framework within which actions were tracked, and information was gathered, analyzed and then reported. Without some level of uniformity, data collected about implementation cannot be rolled up to present a regional status report for the entire ESU, and it makes it difficult to see trends across or even within various watersheds.


Photo by Mark Gardner

To accomplish this, we first had to create a reporting system, which did not yet exist. In order to provide the information that people wanted to know, we found that the reporting system required two key elements: (1) an assessment system that tracked key areas of the Recovery Plan, and asked a set of questions about progress on those areas; and (2) a report card system that pulled key information from the assessment system in a way that built a credible picture of salmon recovery at a local and regional scale.

To achieve a report card for a single watershed or the region, we identified which topics should be included in the report card, and then worked backwards to identify the information that would be needed to make a summary report on any issue. Using the guidance we received from our Stakeholder Interviews and the draft MAMA Plan, we determined that a report card should include implementation information on at least the following topics:

- Habitat (including the habitat limiting factors relevant to that watershed)
- Harvest
- Hatcheries
- Predation
- Disease
- Ocean Conditions (and other natural factors)
- Effectiveness of Regulations
- Viable Salmonid Population Criteria (productivity, abundance, diversity and spatial structure)

The Assessment System

To understand the status of the work for each topic area, we created a series of multi-faceted Assessment Worksheets that sought information about gaps in the Recovery Plan, priorities, whether work was being implemented or whether further planning or development was needed. The information gained from the Assessments was then used to create report cards for each topic area. Further discussion of the report card is found below.

The Worksheets also sought to discover the root causes of any identified obstacles by asking whether programs in the implementation phase were adequately resourced, and whether programs in the planning phase were set up to successfully complete the work or needed further support. Finally, each Worksheet sought an overall rating (using suggested scoring criteria), a statement about notable progress that had been achieved in the reporting period, areas where further improvements are needed, and key messages that decision-makers should know about the topic.

The "logic path" for the Assessment Worksheets is set forth in Figure 2, below. The Assessment Worksheets started the assessment at the 50-Year Goal level, sequentially stepping down to the 10-Year Goal level, and then to Strategies Level and Action Level associated with each 10-Year Goal. The Consultants assumed that an assessment at this level of detail would be performed only once and that re-assessments would be done in later years focusing in on the highest priority items that need additional work or that scored poorly in earlier rounds of reporting). Copies of the Assessment Worksheets are included in this report at Appendix B.

Photo: WA Department of Fish and Wildlife

Figure 2: The Assessment System - Worksheet Logic Path

Each worksheet asks:

A. Are you implementing the Recovery Plan?

1. Do you have Goals/Strategies/Work Programs?

   In other words, for each Goal, is there a Strategy or Strategies that guide(s) a set of Actions to implement it?

   If Yes= we considered the work to be in the "*implementation phase*."
   From here, the worksheet directs you to fill out Schedule A, to tell us more about whether implementation is on track and what might be needed in terms of additional resources or support.

   If No = some or all of the work is in the "planning or development phase."
   From here, the worksheet directs you to fill out Schedule B, to tell us more about whether the planning or development work is on track and what might be needed in terms of additional resources or support.

2. How Strong is Your Goal, Strategy or Program?
   Is it Scientifically Sound?
   Does it have Measurable outcomes?
   Is it Integrated (across other H's or other Goals/Strategies/Actions) and is it Sequenced?
   Is it Prioritized?
   Deadlines Identified? (Short-term, Mid-term, Long-term?)

   If Yes= (To any Item on the List), that work is in the "*implementation phase.*" Go to Worksheet A
   If No = (To any item on the List) Some or all of the work is in the "planning phase." Go to Worksheet B

Schedule A Questionnaire: Implementing Phase	Owner or responsible party assigned? Project schedule? Budget? Scientifically reviewed and sound? Project "on track" overall? Project threatened in any way? Overall Rating ___ (See suggested criteria)
Schedule B Questionnaire: Planning Phase	What's your Process to complete the missing item? Do you have everyone you need around the table? Process for scientific review set? Participating in H-Integration? Overall Rating __ (See suggested criteria)

B. Do you have the Resources needed to be successful? Each of the Questionnaires above (Schedules A and B) asked about whether adequate resources are available to move forward. Specifically it asks about: Funding, Staffing levels, Regional/Local Coordination, Outreach and Education Programs to gain external support, Adequate Science or Research Program to Address Science Gaps, and Leadership at local, regional or state, federal levels

Once an Assessment Worksheet was filled out, the watershed was asked to provide an overall rating using a letter grade of A, B, C, D, F or I, which would be transferred to a Report Card with a set of key messages. Each letter grade corresponded to a suggested set of rating criteria as follows:

Suggested Rating System Criteria

A	On Track, No Concerns
B	On Track with Few Concerns
C	Slightly Off Track, Moderate Concerns or Gaps
D	Off Track with Major Concerns or Gaps
F	Off Track – with Little Hope of Moving to On Track
I	Not enough Information to score

The Reporting System

As noted above, report cards are communication tools that provide information to decision-makers, as well as the general public, about the status of implementation of the Recovery Plan. Based on the guidance we received during the stakeholder interviews, we felt it was important to design a reporting system using report cards that presented information in an easy-to-read format, using short, readily understandable key messages. We sought a report card simple enough for a reader to become oriented to it within a matter of seconds. Finally, the report card needed to convey a sense of context about what was trying to be accomplished for each topic tracked, along with information on the current status of implementation.

Photo courtesy of Shared Strategy for Puget Sound

With this in mind, we researched a wide range of report cards used by natural resource programs across the United States and Canada.[5] We determined that the report card format that best fit our goals was the Joint Ocean Commission Initiative's "U.S. Ocean Policy Report Card." A sample of this report card is attached to this report as Appendix C. Using the format suggested by their report card, we adapted it slightly to allow watersheds to indicate the "percentage toward the goal" and record whether the effort was "on or off track." The report cards also included attached summary pages that provide more information about each specific item reported, should a reader want additional explanations on a particular score.

Knowing we ultimately needed a report card that would provide a credible regional picture of the salmon program's implementation effort, we created a series of scorecards that started at a very specific level of detail at the local scale, from which scores were transferred to higher level summary scorecards as the information was "rolled up."

Specifically, individual scorecards were created for each listing factor (e.g., habitat, harvest), drawing information from the accompanying Assessment Worksheets. Using the scores and key messages from each of those scorecards, a summary scorecard was created that showed a "rolled up" score from all of the various elements of each listing factor. With this information, a regional scorecard was created reporting on all elements of the Recovery Plan, including fish VSP. Sample copies of these scorecards are included in this report in Appendix D.

The sample Assessment Worksheets and Scorecards were presented to the pilot watersheds and Partnership staff in a half-day workshop held on June 24, 2008 and in follow up individual meetings with each pilot watershed. All three of the pilot watersheds provided their technical groups with the worksheets for comment. The pilot leads provided us with feedback on the proposed reporting system and additional refinements were made.

[5]We examined many different reporting systems including the Chesapeake Bay Health and Restoration Assessment Report, Colorado State of the Rockies Report, WRIA 8 Implementation Progress Report, Joint Ocean Commission Initiative US Ocean Policy Report Card, Washington Conservation Voters Legislative Scorecard, State of the Salmon Report, Pacific Coast Salmon Recovery Fund Annual Report to Congress, State of the Fraser Basin Report, and others.

We presented the reporting system and tools to the Partnership's accountability staff and members of the former Shared Strategy MAMA team (which includes members of the Recovery Implementation Technical Team or "RITT"), to ensure that it would fit within the Partnership's overall adaptive management approach for the Action Agenda, and with the salmon program's new Habitat Work Schedule internet-based reporting system. We discussed the logic path for the reporting system and participants told us it was sound. We noted that this system was complex and that working through the assessment and scoring process would be easier if we had an interactive, computer database from which to work. This was acknowledged as a longer term need for the reporting system.

We found the questions in the Assessment Worksheets currently worked for the habitat component of the Recovery Plan and local chapters and generally for the other listing factors as well. But, it was noted by RITT members and WDFW staff that in the future, it may be appropriate to refine the Assessment Worksheets for harvest and hatcheries to provide an additional level of detail unique to those listing factors and the federally-approved Harvest and Hatchery Management Plans.

CHAPTER THREE

Testing our Assessment and Reporting System

Once the Reporting System was created and refined with the help of the participating pilot watersheds and others, we prepared to run a "beta test" of the system by asking each watershed to complete the Assessment Worksheets and accompanying Report Cards. We asked them to track issues that arose, as well as the amount of time it took to conduct the test. Given the limited time available for completing the Report Card Pilot Project, we asked each watershed to complete their work within 30 days.

Photo courtesy of Shared Strategy for Puget Sound

Meanwhile, the Partnership Staff prepared master implementation monitoring spreadsheets (MIMS), which catalogued each pilot watershed's recovery plan Chapter according to the goals, strategies and actions for each of the Chinook salmon listing factors. The MIMS were used to help each watershed quickly identify the goals/strategies/actions set forth in their plans, with the intent of saving their time and resources for the assessment and reporting work.

The beta test ran during the month of August, 2008. Each watershed took a slightly different approach to performing the test, which was ultimately helpful in showing us different approaches that could be used to do this work, and in highlighting some of the issues that would need to be resolved as a result.

The Green/Duwamish and Central Puget Sound watershed group assessment work was performed mainly by Gordon Thomson. Due to the group's long history of working collaboratively together, and given the specificity of their local recovery plan, Gordon was given carte blanche to complete the report card. He took the finished product back to the technical group for review and discussion. Examples of their draft report cards are included at Appendix F.

The North Olympic Peninsula Lead Entity (NOPLE) assessment work was led by Cheryl Baumann, Lead Entity Coordinator and Michael Blanton, with support from their Technical Recovery Group (TRG). While we think of the NOPLE as one lead entity group, in reality, the area comprises three distinct watersheds that drain from the north Olympic Peninsula (Dungeness, Elwha and WRIA 19). Neither Cheryl nor Michael participated in the planning phase of the three recovery plans that guide work in those watersheds. They were most familiar with the documents that guide their immediate next steps, such as the Three-Year Work Programs, and not as familiar with the Dungeness, Elwha and WRIA 19 recovery plans and associated documents. For them, the MIMS worksheets were not useful in helping them perform their assessment. Instead, NOPLE TRG Member Pat Crain, of Olympic National Park, created an outline showing their local plan components and the logic framework of their plan. This project gave them an opportunity to look more closely at their source documents and helped them become more familiar with their plans. Cheryl worked across all the groups that work in these three areas, along with their technical team to work through the reporting templates. The NOPLE group provided the Partnership with a draft summary of their process and experience in performing the beta test which is included in this Final Report at Appendix E.

The Stillaguamish Salmon Recovery assessment work was led by Sean Edwards, Snohomish County, Lead Entity Co-Coordinator, Pat Stevenson, Stillaguamish Tribes, Lead Entity Co-Coordinator, Bill Blake, City of Arlington, Lead Entity Co-Coordinator and Erika Britney, of IFC Jones and Stokes Consulting. The Stillaguamish chose to use funds available through Snohomish County to hire a consultant to pull the information together and contact the different sources necessary to complete the report card. Information was then taken specifically to different stakeholders and groups for verification and validation. Examples of filled out worksheets are included in Appendix G.

After the pilot watersheds completed their work, the Assessment Worksheets and Report Cards were sent to the consultants and Partnership staff for their review. We examined each set of materials, using a uniform set of questions to assess how the system worked.[6]

The consultants and Partnership staff compiled the answers to these questions for each pilot watershed and shared feedback on what we heard from them about the test of the reporting system with the entire Pilot Project team, with two of the three watershed groups wanting additional feedback, as well as with Partnership staff.

Photo: Lyn Topinka, 2006

Based on all of the information gained during this pilot project, with the help and support of the Green/Duwamish, NOPLE and Stillaguamish watersheds, we present the following observations and lessons learned about the status of implementation of the Puget Sound Chinook Salmon Recovery Plan, as well as how we might begin tracking and reporting on our progress.

AN EARLY SNAPSHOT OF THE REGION'S PROGRESS

As part of the pilot project to test a new reporting system, we asked our three watersheds to tell us, as best they could at this time considering all of the factors influencing their ability to move forward, how implementation is proceeding for their local effort. What they told us was not surprising but, if the same information holds true in all watersheds, major adjustments to implementation will be needed. What our pilot watersheds were not able to tell us about their implementation efforts was equally important, and the obstacles they faced in doing the assessment and reporting work showed us where we need to start.

What the pilot watersheds were able to tell us about implementation:

In only the second year, implementation of the Recovery Plan has just begun and it appears that the effort is falling considerably behind the expected pace; watersheds face many obstacles and need considerable support.

It appears that the rate of implementation of the plan is falling well below expectations, but most of the pilot watershed were unable to be specific enough to provide the context that most of the stakeholders we interviewed told us they needed to know to gauge progress on implementation. In addition, serious obstacles exist to implement each watershed's plan at a rate necessary to reach 10 year benchmarks. These include a lack of capacity caused by inadequate funding for basic watershed staffing, monitoring, further planning work, retrofitting of facilities for hatcheries, regulatory and protection activities and restoration projects.

[6] The specific review questions we used to evaluate the performance of the beta test are found in Appendix H.

Other obstacles that exist include a lack of coordination across the various H's and the federal and state agencies in charge of other listing factors, a lack of local or regional leadership to drive important, long-standing issues that must be resolved to achieve implementation, and a lack of a clear vision for what is needed for effective outreach and education programs necessary to support implementation. A few specific examples from our watersheds are instructive:

In the Green/Duwamish, which was the most able to draw concrete conclusions about the financial status of their work, they discovered that they are implementing their habitat capital program at approximately 7% of what is necessary ($2 million out of an expected $30 million annually). They do not have a work program, staff or a budget to advance the 30 non-capital programs that are called for in their plan. The $2 million that they do receive is fragmented across approximately 13 different funding sources.

The NOPLE group reported that they feel confident that many of their habitat restoration projects are on track (for example removal of the Elwha dam is on track for removal in 2012), but despite that confidence, they remain strongly concerned about Canadian harvest and its impacts on NOPLE's salmon stocks, and their availability for local recovery and harvest. In the Elwha, they also reported that their hatcheries are outdated and if improved, could dramatically affect the overall yield returns of less than 1 percent, but that effort is slightly off track. With the WRIA 19 area, they reported that the grade is an "incomplete" because there was no completed plan for that area. As a result of this project, they are now moving forward to complete planning for that area, but will need additional funding for staff, travel, facilitation and technical support to get it done.

Photo courtesy of Shared Strategy for Puget Sound

In the Stillaguamish watershed, they reported that their programmatic habitat protection goal is based on a "no net loss of existing habitat." Although they know historic, pre-European settlement habitat conditions, they currently lack the capacity (funding, staffing), to perform the monitoring needed to see whether they are achieving this goal, and must rely on data provided to them from other parties which is often unavailable or not useable. In addition, they report that enforcement of habitat protection at the local level is only complaint driven (which means it is episodic in nature), and enforcement at the state and federal levels is limited.

Each of these examples reveals that implementing recovery plans at the local level is complex and the obstacles that must be overcome to achieve the goal of recovery are numerous and require ongoing work, funding and a commitment to collaboration with others.

What they were <u>not</u> able to tell us about Implementation

None of the watershed that participated in our report could specifically quantify today the exact status of each element of their local recovery plan, for several different reasons:

First, for all of the pilot watersheds, the process of completing the assessments about the status of implementation using paper worksheets (instead of a computerized database, which doesn't yet exist) proved to be far too time consuming and complex, given the amount of information involved. None of the pilot watersheds groups completed all of the assessment worksheets for every element of their local recovery plan during the beta test.

Second, to report on every aspect of implementation requires the collection of an enormous amount of information. Here, the pilot watersheds did not have adequate time or resources to accomplish that type of work. Each watershed did the best they could with what was available within the month time frame they had for the beta test. In some cases, the lack of information was based on their inability to get data or information from third parties. In other cases, the person or group involved in preparing the assessments typically worked on habitat issues, didn't know what was going on with harvest and hatchery implementation, and didn't have a relationship with anyone doing that work, who could be quickly consulted for assistance. Additionally, information critical to understanding the status of implementation within a context of recovery goals simply does not exist yet in most watersheds.

Third, apart from where the Tribes and the Washington State Department of Fish and Wildlife are monitoring fish, there is little to no other status and trends monitoring happening in most watersheds which would allow the pilot watersheds to report on the status of implementation in the context of the current status of each salmon population and existing habitat. Without this important contextual information, stakeholders and leaders are left to wonder whether the pace of implementation is sufficient, and they won't readily know whether adjustments may need to be considered.

Finally, in many portions of individual watershed plans, measurable goals and objectives for habitat, harvest or hatchery goals have not been set yet, against which progress can be measured. More work is needed to quantify those goals and objectives.

These issues are important and highlight areas where further work is needed to enable watersheds and the region to effectively collect the information needed to track and report on the progress of implementation of the Salmon Recovery Plan.

CHAPTER FOUR

TOP 10 LESSONS LEARNED ABOUT REPORTING ON IMPLEMENTATION

Although each watershed took a different approach in organizing themselves to engage in the test of the assessment and reporting system, each of them struggled to do the task in ways that revealed to us where we need to start to build an implementation reporting system.

THE WATERSHEDS: WHAT PEOPLE NEED TO PARTICIPATE IN REPORTING

Implementation of the salmon recovery plan is possible because of the efforts of hundreds of people who believe that they, in concert with others, can take consistent actions to reach the adopted 10-year goals, that will put Chinook salmon on the road from threatened to recovered. This is the meaning of collaborative action. It depends on shared goals, mutual trust, transparency and consistent follow-through by all those involved. Maintaining and fostering the momentum of this effort requires constant care through communication, open and frank discussion and joint decision-making within the agreed upon framework of the Recovery Plan.

To create the Recovery Plan, salmon recovery advocates spent over five years in a focused planning effort. The planning phase was voluntary, and people collaborated around Puget Sound to produce a Plan by June of 2005. While the plan was completed at that time, the public review process and formal adoption process by NOAA Fisheries took until 2007. This planning work required staffing and some financial commitments on the part of participants and formed an important foundation of trust, commitment and the dedication of staff and resources, but it did not require a permanent structure or staffing model.

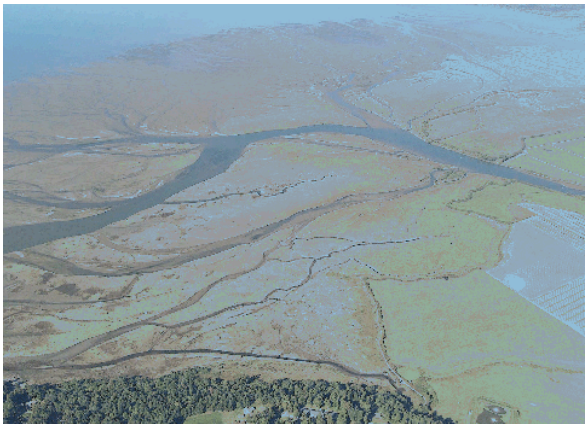

Photo: Stillaguamish Salmon Recovery Implementation Plan

As noted earlier in this report, the work of salmon recovery has changed over the past five years. The region and local groups are moving from planning to implementation of a new Recovery Plan. As discussed earlier in this Report, we are asking increasingly more of our watershed organizations, but have not given them to the tools or infrastructure to accomplish the work that must be done.

Additionally, as a result of what we learned from this pilot project, we now believe that implementation and adaptive management of the Recovery Plan demands much more from our organizations (staffing, funding, computer tools and technical expertise), and they are clearly not yet set up to take on these additional burdens.

What are these additional burdens and how will they affect the watersheds? Our observations are as follows:

Watersheds Need More Human Resources, Training and Funding

Lesson 1: Every watershed already needs more staff to implement the Recovery Plan. It will require even more to begin tracking and reporting on implementation.

Tracking implementation represents a new program for most local watersheds and the region. Within each watershed, it will take significant amounts of knowledge, time, funding, technical support, and collaboration to collect, analyze and report on the implementation of the Recovery Plan. The Stillaguamish and Green/Duwamish have been working on setting up adaptive management and monitoring systems for some time. But, even they struggled during the pilot project to collect information and create report cards because of the difficulty of coordinating with all of the many different organizations that hold the information and data needed. It will take even more work and a broader set of conversations to transfer each watershed's reported information to regional report cards that speak to broader scales.

Photo: Snohomish County Surface Water Management

At present, paid staff within each watershed is in very short supply. Some watersheds have also experienced high staff turn-over rates (often due to unstable funding). The situation may worsen with the economic downturn.

Where staff does exist, they are already loaded with other responsibilities and may lack the time to do this new work effectively. Without new resources for more staff, existing staff will need to be pulled away from implementation work, which is already behind the expected pace, to spend time monitoring and reporting on the progress of implementation. This scenario presents a troublesome policy choice for each watershed, and for the region.

Although the Stillaguamish group chose to use a consultant team to assist them in performing the beta test work in a compressed timeframe, they noted that given the complexity of the work, and the fact that it will require long-term relationships and knowledge of each watershed's local efforts, they would not recommend using outside consultants as a long-term solution to their staffing needs for adaptive management and reporting.

Lesson 2: People need training and support to provide a consistent level of information for reporting purposes.

In the beta test of the Assessment and Reporting System, we found that most of our pilot watersheds provided some information in response to specific questions, but without advanced training, or someone prompting them for more information as they provided their answers, the most important details were not provided and the key connections were not made.[7] To get to a point where they can provide this information, watershed staff need time and support to develop a watershed staffing plan and budget based on their 3-year work program needs.

[7]For example, all watersheds responded that they presently lack adequate levels of staff to carry out all of the responsibilities required to implement their 10-Year recovery goals. However, they didn't, and sometimes can't, quantify that need in a way that would allow the Recovery Council to advocate for a specific level of funding in the upcoming State biennial budget process.

Additionally, some staff will require training in how to present information persuasively or strategically to gain grants or to report information in a way that others can use it in advocating on their behalf. Finally, each watershed and the region need a system and process for working with the information collected from each area, to interpret it and clearly state what is most important for each audience or discussion.

Lesson 3: The Timing of the Reporting Cycle Matters – It Can Either Help or Hinder the Effort.

The timing of reporting is important. Decision-makers tend to want annual reporting, but from a technical , workload and policy perspective, annual reporting may not be the appropriate timeframe for everything. The cycle of reporting should consider the nature of the data or information being collected if it is to be meaningful. People are willing to report, but within appropriate time frames for when it is available and useful to advancing the effort.

The timing of the report card beta test was unfortunate (August) in that it coincided with vacations, field work, and Salmon Recovery Funding Board (SRFB) project preparation work. The beta test period was also too short to allow the pilot watersheds time to take their proposed Scorecards to their local watershed stakeholders for review and consensus on the conclusions reached and key messages.

Photo courtesy of the Green-Duwamish Watershed Group

To be successful in this work, watersheds and their stakeholders need significant advance warning about when assessments and reporting will occur, so they know when they will need to have the staff leads, technical and policy groups, and information available to do the work. When staff turnover occurs, new staff may lack important information to help with a watershed's efforts in tracking and reporting on implementation. In those situations, advance time to prepare is critical to the success of reporting.

In addition, assuming people are available to do the work, it takes time to gather information, analyze it, come to consensus about the strength or value of the data collected, and reach conclusions about what the information or data tells us about implementation. Much of the work is technical in nature and people with expertise in the appropriate scientific fields are needed to support the effort. In addition, the more geographically dispersed people are who must participate (such as in the North Olympic Peninsula areas), the slower and often more expensive it is to get the work done.

The pilot watersheds told us that the best time for them to engage in implementation reporting (which requires information collection, analysis and report preparation with consensus gained from the watershed's technical and policy groups), is during the first quarter (January-February-March) of each year.

Finally, in establishing the frequency of reporting, decision-makers should consider the rate of implementation and the amount of resources available to engage in the work. Where little resources are present to do even the most basic implementation work, it may make sense to limit the frequency in which watershed staff engages in tracking and reporting on implementation.

Lesson 4: Collaboration is critical to the success of implementation reporting.

During the beta test of the Reporting System, each pilot watershed used a different approach to (1) examine their program in light of the Assessment questions being posed, (2) collect the data and information about the topic that would allow them to make an informed decision about how they should answer it, and (3) answer the question.

The more people that were required to be involved in these three steps, the more complex and slow the task became for the pilot watersheds. However, on the positive side, where more people were involved in the project, even if it was slower, the more consensus there was around report conclusions. This increased the confidence of the watershed group about the information that was being provided and led to advancing the issue.

This showed us another important feature of implementation tracking and reporting that cannot be missed. That is, while anyone can attempt to assess on their own how well a watershed is implementing their 10-year recovery plan goals and actions, the information has little credibility if the assessment and conclusions reached are not shared, discussed and agreed to by the broader group of people involved in implementing the Plan.

For example, in some of the pilot watersheds, hatchery, harvest and habitat managers don't know each other, and our project participants told us that they lack basic information about the status of each other's programs. This is even more pronounced for the other listing factors (such as ocean conditions, climate change, predation and disease). With those factors, most watersheds were at a complete loss as how to report on implementation and assumed some work was being done by the National Marine Fisheries Service or others. They told us that they were unsure about what was reported for those factors, and that the report card could not reliably speak to the other listing factors outside of their areas of expertise.

In another example, as a direct result of the collaboration by the participants from NOPLE in assessing their local chapter of the Recovery Plan, they realized that for WRIA 19 (where no city or county is situated who might serve as the natural lead for work in that area), they don't yet have an agreed upon local recovery plan from which to measure implementation. Through their joint discussions, they found a gap and have already made plans to complete the WRIA 19 plan.

We learned from the beta test that, regardless of how good the implementation tracking system is in terms of its structure*, it won't produce reliable report cards if there is no process that stimulates or facilitates people talking to one another about their work across the H's and other listing factors at the local level.*

The same is true at the regional level. In addition to collaboration within each watershed, there is a need for greater coordination and support between leaders at the regional level (Recovery Council, Puget Sound Partnership) and the leaders at the local (watershed) level to ensure that there is a clear understanding of how implementation is being measured, who is being held accountable for it, and how information that is reported will be used to make decisions that affect local efforts.

Accordingly, while it may seem tempting (given limited resources, time, etc.) to skip the time-consuming process and discussion that is required to reach consensus on the status of implementation, in our view it is the most important step in terms of laying the foundation for actions that improve and strengthen implementation efforts. It adds the credibility and confidence of the people doing the work to the report, and strengthens any further "rolled up" analysis and reporting which may follow it.

REPORTING REQUIRES A SOPHISTICATED ADAPTIVE MANAGEMENT SYSTEM, WHICH DOESN'T EXIST YET.

Lesson 5: The region needs to complete the adaptive management plan within which implementation reporting should be conducted.

We found that it is difficult to create an implementation reporting system (and report cards) for salmon recovery without an adaptive management system in place. An adaptive management system is both a series of tools and a human process.

As a tool, the adaptive management plan needs to hold all of the information to be tracked and understood over the life of the Recovery Plan. This means that the scope of the information that should be tracked is comprehensive—covering all of the listing factors used by NMFS to determine if salmon are recovering or sliding further toward extinction.

But, collecting large amounts of information without a system that helps people use it effectively is not helpful. Engaging in the process of adaptive management without the right information at the right time, means that the process won't stimulate leaders to make the critical policy decisions salmon recovery needs to stay on track.

Both the tools and the human process need to be carefully framed and simplified enough to be usable. Both need to systematically address the various components of the Recovery Plan, while at the same time allowing people to make connections across the entire spectrum of recovery planning work by synthesizing information from many different sources. The system and process must allow people to access the information in it in a variety of ways and to create a variety of reports depending on the audience and the information critical to analyze.

Lesson 6: The Reporting System must speak to several key audiences.

Photo courtesy of Green-Duwamish Watershed

Creating a report card sounds like a simple enough task, but when it comes to an ESA recovery plan, it is not. Here, the Puget Sound Chinook Salmon Recovery Plan is being implemented by groups of people and institutions working at different scales (e.g., local versus regional), with different information needs and desires (e.g., legislator versus fish biologist), and the information will be put to different uses (e.g., setting harvest targets versus deciding funding levels).

They are the audience for adaptive management and reports generated through the implementation reporting system. The people we interviewed can be categorized two ways: implementers and influencers. Their information needs differed, depending upon the group with which they identified.

People doing the work need specific, detailed information that helps them manage actions.

"Implementers" are the people who are actually engaged in doing the work called for in the Recovery Plan, along with the scientists who provide technical support and guidance for their efforts. As a group, they have a more detailed working knowledge of the Plan and the actions that are being taken to implement it.

They need highly specific information about implementation. But, implementers sometimes lose the larger perspective and lose track of gaps in the plan or deficiencies in implementation as they wrestle with the details of the components they are advancing.

For example, a project sponsor may have a high level of knowledge about a specific stream and its habitat restoration needs. However, the project sponsor may not know that the cause of degradation on that stream stems from a lack of habitat protection that is occurring across a broader landscape, and that there is no program in place to solve those habitat losses (which may overrun any restoration projects they build). These implementers can benefit from the larger picture of recovery framed and held at the both the watershed and regional level, even though they act locally.

People with the power to influence salmon recovery need synthesized information that provides the big picture.

Influencers are leaders, typically by nature or by position. They tend to be elected officials and other leaders in the community who influence salmon recovery, but are not directly involved in implementation.

Influencers are generally "synthesizers" of information. They want information that allows them to see how all the pieces fit together. They desire far-reaching analysis and conclusions about whether implementation is on track or not, and if not, they want to know why that is the case. Influencers need enough specific information to allow them to make decisions and act, and to advocate for the solutions that have been agreed upon by the larger group, but the level of specificity they need is usually less than that needed by Implementers.

Photo: Puget Sound Partnership

For example, Influencers want to know if overall we have protected and restored more habitat for salmon this year than we did last year. They may want to know how much habitat overall the Plan seeks to protect and restore, and where we are in relation to those goals.

In addition, Influencers want to know if people are focusing on what is most important in each area, and where implementation is relative to established goals. Finally, they want to know the root cause of any problems with implementation.

As a result of our research, we concluded that the tracking and reporting system must speak to *both* implementers and influencers. The system we use must allow these groups to use the information gained from reporting strategically. It must provide people with critical information at the right moment, at the right scale, so that people have the best information available to make critical decisions for salmon recovery. *This means that a significant investment must be made in building the infrastructure to support such a sophisticated reporting system.*

Lesson 7: Report Cards should be drawn from an assessment and reporting system that is consistent with the monitoring and adaptive management plan. Where that doesn't exist yet, a few key items should be included.

In an ideal world, report cards would be created based on an implementation tracking and reporting system that was built consistent with the information needs outlined in an adopted adaptive management and monitoring plan. However, when we started this pilot project, neither of those things existed.

In the absence of those two things, we created and tested one approach for the assessment and reporting system, using the stakeholder interviews and draft MAMA Plan for guidance. But, other approaches may work. The important elements of any report card system should include:

- A concise definition of the nature of the information that is most important for implementers and influencers to know over the life of the plan (long term), and in this first phase of implementation (short term).

- How and when the information will be used by implementers and influencers must be considered or the information reported won't help them.

- The specific data or information that will be collected and analyzed to judge progress toward implementation (and thereby create reports) must be identified at the beginning of the process, so that people are aware of what is wanted. This allows each watershed to identify who has the information needed, who is responsible for getting it, and when the data or information will need to be provided. Knowing this information in advance helps watershed staff flag where there is no system or process for collecting the required information and resolve these issues in advance of the reporting cycle.

However, simply tracking a list of actions isn't enough to create the information that people want to know. Some level of assessment of the effort must also be done to provide context and identify areas where more support or work is needed. Although the work of performing a plan assessment is time-consuming, it is an important element of reporting. It is important because it provides implementers with the needed context for their answers to the question of whether the plan is being implemented.[8] During the beta test of the reporting system, the pilot watersheds told us that the assessment questions were very helpful in advancing their work under their local recovery plans.

Lesson 8: More funding is needed to begin collecting monitoring data and information.

There is currently very little funding available for monitoring the status and trends of the fish populations across Puget Sound, as well as the status of the other listing factors. Without it, any information that is collected and reported on the efforts made to implement the plan lack important context. Uniformly, the people we interviewed wanted to know how implementation is going and the current status of the fish and habitat.

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[8]During our interviews with stakeholders, nearly every person told us that they were no longer interested in receiving reports on salmon recovery without the important context that allowed them to understand what the report meant. With that in mind, we looked at the tool that was already suggested in the Draft MAMA Plan (the Master Implementation Monitoring Schedule (MIMS). The MIMS is recommended as an approach to monitoring implementation of the Plan at the regional scale. The MIMS is essentially a one-dimensional tool—a tracking list—of all of the actions called for at the regional scale for implementation of the Recovery Plan. This format allows one to track each item and state whether the work is being completed on time, but it doesn't provide the context asked for by the stakeholders we interviewed. It conveys *how much* of a set of actions have been completed, but not *why or what is needed* to change the status reported. We no longer think this approach is sufficient.

In our view, each watershed should assess why actions are at certain stages of implementation each time they report on the status, and this assessment should be part of the overall tracking system itself. In creating the report card system for this project, we asked each watershed to simultaneously assess the status of implementation and consider the root cause(s) of why certain items aren't moving forward (such as a need for more science, planning, funding, staffing, or support). During the beta test of the system, the pilot Watersheds told us that the assessment questions were very helpful to their work.

Lesson 9: A database is needed and should be built around the framework of information that we expect to use to create reports.

Given that each 10-year recovery goal in a local watershed's chapter of the Recovery Plan is typically implemented through multiple strategies, with suites of actions tied to each strategy, the layers of information assessed were extremely complex and the accompanying paperwork too cumbersome. If the assessment questionnaires could be put into a database, each answer could be recorded electronically and the user prompted for additional information. This would reduce the staff labor and burden of preparing reports and performing the assessments and reports. Reports could be generated automatically, and key information could be viewed by the staff and edited or further refined. The database should be tied to existing tools such as the Habitat Work Schedule, the proposed Harvest and Hatchery Work Schedules, or other related databases (including systems that track stormwater projects, wastewater treatment systems, outreach and education programs, etc.) and those new databases that may be developed for the implementation of the Action Agenda for Puget Sound recovery.

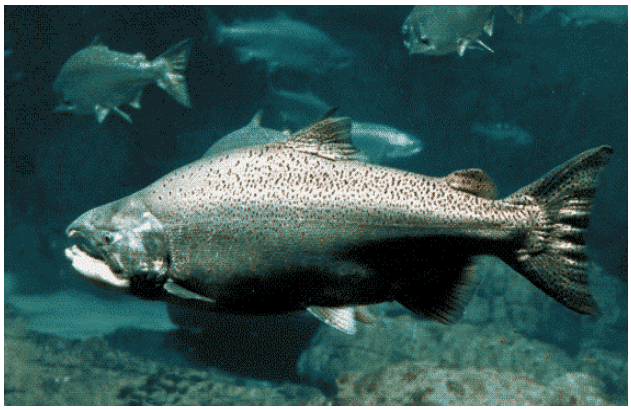

Photo courtesy of Shared Strategy for Puget Sound

This work will need sustained staffing and technical support over time. It is a technically complex task to build a database that connects to other databases that already exist or are under development. There are also a number of web-based management tools that other groups are using that should be explored that will help watersheds and the regional staff track their performance (e.g., Base Camp, Central Desktop; See also, WDFW hatchery reform database/management system).

Lesson 10: Some level of standardization is needed if the information or data is to be synthesized to gain a perspective about implementation across the region or ESU.

Creating reports that can be synthesized and "rolled up" from a local level or extrapolated from smaller data sets to make broader or regional statements about the Recovery effort requires some level of standardization. A standardized reporting system adds rigor and consistency to reporting and can be designed to roll up from the local to the regional level. But, standardization only goes so far and the *analysis* of the information collected must be done individually, before the information can be rolled up.

Standardized reporting systems have benefits and limitations that need to be understood by those seeking to use the information to make decisions. For example, on the positive side, asking each watershed to report on the same thing (such as the status of the implementation of their habitat capital restoration projects), allows decision-makers to have a clear picture of the status of implementation generally, across the entire region. It also allows them to see where efforts are weaker or hampered by some issue, and where additional support may be needed.

However, standardized reporting can lead to the exclusion of important information if it is drawn too narrowly. This can have serious consequences. For example, a standardized reporting system that only looks at a few areas of implementation (such as the progress of capital restoration projects), may provide a false sense of security that implementation is going smoothly in one or more watersheds when, indeed, a population may be on the brink of extinction even with the completion of those capital projects.

Whichever type and degree of standardized reporting is ultimately done across the ESU, Watershed leaders and Recovery Council members will need to ensure that it provides a way to raise issues outside of the commonly reported topics when needed, and that eventually, information is collected on all ESA listing factors so that red flags are transparent to everyone. The watershed coordinators and those working on implementation are experts in their fields and drawing out from them what is most important across all of the information will be a key step in any process. The system needs to directly ask watersheds if they are implementing all of the goals in their 10-year Plan and if they are advancing the issues of greatest importance.

Chapter Five

CONCLUSIONS AND RECOMMENDATIONS

Implementation of the Recovery Plan has just begun and it is taking place in a time of significant change both nationally and locally. The pace of implementation appears to have fallen behind the pace expectations set by watersheds and regional leaders during the process that created the Recovery Plan.

As described in this report, there are many components to the infrastructure that is needed to engage in the work of tracking and reporting on implementation of the Recovery Plan. We found that most of these components necessary to do this work (the people, the systems, the relationships, the data) are not yet in place, limited by inadequate funding, the fact that there is no adopted adaptive management plan to guide it, and the need to develop tools to facilitate and support the work. **Accordingly, we conclude that it is premature to launch a comprehensive report card system in Puget Sound until further infrastructure can be put into place.**

Recognizing the current funding limitations, we provide here our recommendations for how to stage and sequence the creation of the infrastructure needed to put a report card system into place for consideration by the Recovery Council and Puget Sound Partnership. These recommendations take into consideration the need for immediate information on the status of implementation and the on-going need for information so that leaders can make informed decisions that will shape salmon recovery over time.

Implementation Reporting should be phased in over time, given current staffing and funding levels.

As stated several times in this report, people want information on salmon recovery that provides context, a high level of detail and comprehensively covers all of the issues that need to be tackled to implement the Plan. Given the low levels of funding, staff, and lack of tools (such as a database for assessing and reporting implementation), coupled with the lack of an approved Adaptive Management Plan to guide the work, we conclude that it is premature to "launch" a report card system across all of the watersheds in Puget Sound. Getting there will take considerable time and investment in terms of funding, staffing, creating databases and forging new relationships between groups of people working on salmon recovery across the various listing factors.

In the meantime, some level of reporting on implementation can be done, which will provide information that advances further policy discussions and ultimately allows the Recovery Council and others to advocate for the support that watersheds need to engage in this work. We recommend the following:

1. Engage in strategic discussions to determine how best to stage and sequence the necessary ramp up of infrastructure to implement the Recovery Plan over an appropriate time frame.

We believe that the region and each watershed would benefit from engaging in strategic discussions designed to achieve a roadmap for how to sequence and deploy the various strategies and actions in the Plan, given current funding and other infrastructure constraints, considering the following questions:

- Based on current funding and staffing expectations, does the region have adequate resources to meet its goals?
- Is our funding structure and finance strategy serving us to achieve our 2012 Goals?
- Who is responsible for refining, establishing goals, and implementing the regional chapters of the Plan?

- As a region, and as individual watersheds, are we organized in ways that allows us to be successful over time? Do we need to consider other organizational models or structures? If so, how do we move to those structures and in what time frame?
- What can be done to reduce the administrative burden on watersheds, tribes and state agencies implementing recovery actions that will significantly contribute toward reaching our 2012 goals?
- What is our strategy and work program (regionally and at the local watershed) to advance the programmatic areas of the Recovery Plan?
- What level of investment in monitoring and adaptive management makes sense at the current stage and rate of implementation? What is the most strategic way to time and sequence those investments?
- Are there watersheds that are already using adaptive management plans or systems that need to be improved? If so, what type of support do they need to make such improvements?

2. Establish a Multi-Year Plan to Phase in a Reporting System

Over a multi-year period of time, complete the following tasks to put a reporting system into place. (These items are not in any particular order).

- **Gauge the rough level of implementation across the 14 watersheds.** Prepare a rough assessment across all 15 watersheds to determine the rate at which implementation is occurring and areas where work programs and budgets have yet to be developed for significant 10 year plan elements. Discuss the information gained with both of the key audiences for salmon recovery.

- **Assess whether current goals are realistic in light of anticipated funding and staffing levels**. The Recovery Council and PSP Staff should work with the RITT and each watershed to assess and reframe, as needed, their 10-Year goals, strategies and actions in light of what we know about the current progress of implementation given funding and staffing levels, and any updated scientific information about the status of each population.

- **Identify the issues or obstacles that must be dealt with in each watershed in order for tracking and reporting to move forward.** Identify the implementation tracking and reporting issues unique to each watershed and begin the policy discussions and other work to solve them.

- **Finish the Monitoring and Adaptive Management Plan**. The Salmon Recovery Council and Partnership should reconvene the Monitoring and Adaptive Management Technical Team and complete the work of creating an adaptive management framework for salmon recovery that was begun by the Shared Strategy for Puget Sound in its October 31, 2007 Draft MAMA Plan.

- **Identify and Agree on Priorities for Tracking through an Implementation Reporting System.** At a watershed and regional level, discuss and agree on the priority items (or subset of priority items as the work is phased in over time) to be monitored and reported on, and establish the timeframes for reporting.

- **Begin shifting reporting cycles and work programs to fit into the NOAA 5-year reporting cycle.** Convert the watershed Salmon Recovery 3-Year Work Programs to 4 or 5 year plans to align with the NOAA reviews required under the ESA. Ensure that these plans identify any underlying obstacles to implementation, acknowledge gaps that exist, define further planning work and state the resources necessary to meet the 10-year recovery plan goals.

- **Develop a database for tracking implementation and generating reports.** The Partnership should work with the WDFW and others to create a new database or modify existing databases,

such as the Habitat Work Schedule, used for salmon recovery to aid watersheds and regional leaders in creating reports on the status of implementation of the Recovery Plan.

3. Communicate now with key stakeholders on what is known and what will take more time to develop for an implementation tracking and reporting system.

Finally, given the need to phase in implementation reporting over time, it is especially critical now to engage in direct discussions with the key stakeholders who have the ability to lead or influence salmon recovery. The purpose of such discussions is to let them know that we are working on providing them with the information they seek, and to share what we can say now about the status of implementation in only our second year. This will provide them with a realistic view of what it will take (in terms of time, funding, staff and other resources) to put in place a reporting system that is sophisticated enough to track implementation of the Puget Sound Chinook Salmon Recovery Plan. Most importantly, it will put them in a position to advocate on behalf of salmon recovery for those needed resources.

LIST OF APPENDICES

APPENDIX A

SUMMARY OF STAKEHOLDER INTERVIEWS

The following is a summary of comments received by the Consultants from a broad group of stakeholders interviewed at the outset of the pilot project. It represents their opinions and thoughts as of May, 2008.

Main Conclusions:

- Report Card is timely- people want to know how implementation is proceeding and perception is that salmon recovery is stalled and investments are being questioned.
- The level of detail and amount of information desired is very audience-specific but all people want to know:
    - The quantifiable current status of the fish and the landscape.
    - If salmon recovery implementation is on track.
    - If not, specifically why not, what can be done and what is most critical to address.
- People understand that this work is complicated and hard and want a real and specific perspective of what is working and not working relative to the goals that have been set.

The following information is summarized from interviews from the following people conducted in May and June of 2008:

- Mary Ruckelshaus, RITT/RIST and NOAA Fisheries
- Bob Kelly, Nooksack Tribe
- Representative David Upthegrove
- Barbara Cairns, Long Live the Kings
- Elizabeth Babcock, NOAA Fisheries
- Joe Ryan, Puget Sound Partnership
- Mike Shelby, Western Washington Agricultural Association
- Jay Gordon, Washington Dairy Federation
- Jim Miller, Vice-Chair Snohomish Forum and City of Everett
- Rob Masonis, American Rivers
- Denis Hayes, Bullitt Foundation
- Allison Butcher, Master Builders Association, ESA Business Coalition
- Mayor Darlene Kordonowy, City of Bainbridge, Chair of PS Salmon Recovery Council
- Jeff Koenings, WDFW
- Kathy Fletcher/Naki Stevens, People for Puget Sound
- Councilmember Dave Somers, Snohomish County
- Bill Ruckelshaus, Chair of Puget Sound Partnership

1. How well you think salmon recovery in Puget Sound is proceeding currently?

<u>Overall</u>

- Poorly relative to the fish.
- Most had heard of the recent, well-publicized collapse of other salmon stocks.
- Almost all the people we interviewed stated directly that they did not know how implementation was proceeding.
- Better than 4 years ago, but at risk of not advancing.

H-Integration, Harvest and Hatchery

- All interviewees who spoke to harvest and hatchery issues felt there was no integrated h-approach and wanted to know and track progress on the work program for ensuring integration is occurring.

People and Human Infrastructure

- Human infrastructure and leadership are in place to be leveraged and this is a significant source of pride and hope that salmon recovery will continue and be successful.

Funding and Results

- Most thought that a lot of money has been allocated for salmon recovery, but interviewee's were uncertain about how much, what it had achieved, if it had been spent and the results of those investments. This was a source of significant discomfort.
- There is a high level of distrust that the new PSP will be committed to salmon recovery and will thus assist in delivering the funding and support necessary to reach recovery.
- People perceive the quantity, quality, certainty and amount of work necessary to get funding as a main impediment to success.

Other

- Gaps still persist- water quantity, water quality, habitat protection- and there is no information to know if these issues are being advanced or not, who is responsible for doing them or the connection to the Action Agenda work.
- Strategic level of thinking is improving at the local level (Mary Ruckelshaus)
- See positive progress in 3-year work programs (Mary Ruckelshaus).

2. If you could receive information back on the progress of salmon recovery- what would you be most interested in knowing?

Fish

- All respondents wanted information on fish abundance.
- Those respondents more tightly associated with salmon recovery wanted productivity information as an indication of the role of the various h's.
- Only a few people spoke to specifically wanting all VSP parameters.

Pace

- All interviewee's wanted to know, "are we on track?" Scale was dependent on level of investment in salmon recovery and specific issues.

Harvest, Hatchery and Habitat

- All H's critical to most interviewed.
- Habitat reporting needs to speak to current status on the landscape, long and short term quantifiable goals, and a clear statement of recent gains/losses.
- Hatchery and harvest reporting needs to speak to current status of impacts of actions on meeting short and long-term recovery objectives, long and short term quantifiable goals, and a clear statement of recent improvements and setbacks.
- Interviewees want visuals that show trajectories.
- People want to know at a variety of scales and for both gaps and areas currently in progress information about work programs, timelines, budgets, responsible parties and process for independent science review.

Statements that Link Concepts- Integration/Synthesis

- People are most interested in integrated statements about the status of the fish in each system that incorporate harvest, hatchery and habitat status.
- People want simple concrete statements about what is most important to be done, who is going to do it, by what date will it be delivered and are there major roadblocks to it occurring.
- People are not interested in if we are working hard, they want to know what are we accomplishing and what more is needed for success?

Funding

- Amount of funding necessary, amount of funding received, amount spent
- SRFB specific information. # of projects, # started, # completed, where it was spent, why a good expenditure of resources locally and for the region.
- What results were gained from funding relative to goals? What level of funding is needed?
- Funding is a tool for achieving salmon recovery not a main focus.

Report Card Should…

- Must be visual and show trends over time.
- Report card needs to be both accounting mechanism as well as story-telling that inspires more.
- Report card should help people see their role and the value of their contribution, or lack of, toward the whole.
- Need a report card to feed into a governance plan locally- information should show what most important issues are, where inconsistencies lie, where help is needed.
- Want to create a report card where watersheds are honest and truly describe the current status in order to get help.
- Report card needs to be readable.
- Track information to meet NOAA delisting requirements.

Priority and Focus

- Need to know what the bottlenecks are for recovery and what is being done to find out what they are where it is unknown.
- Need to understand magnitude of the issues so report card drives focus.

Other Measures

- What is population pressure threat in future? What are biggest threats to increasing the impact of the threats in the future?
- Over time, are we getting an ecosystem response from our actions.
- What are key things we are monitoring, what changes are we seeing?

4. Given your role in salmon recovery is there other information that you or other people need to know? How will you use the information?
    - Farmers want basic- is it working or not, how many fish are in the river.
    - MBA wants major red flags of is the region on course to delisting. Does what we are doing make sense.
    - Bullitt Foundation would consider changing funding priorities if it was clear what was needed and that Bullitt could considerably influence a positive movement.
    - Rate of loss of habitat really important for NOAA Section 7 consultations.
    - Report card should go to farmers, fisherman, tribes, loggers and fish scientists and managers and be used to stimulate a discussion of how to creatively look at what is going on and new solutions or steps.
    - Need to know if we are on track and if re-evaluation of the overall salmon recovery process is needed and that this discussion will occur. If we continue to receive this level of support and funding is this a good investment of our regional time and resources?
    - One NGO interviewee said they would use the information to lobby government representatives, set priorities of where they would invest their time, funding and commitment of the organization.

4. How frequently (timelines) would you want the information?
    - Annual basis – want a sense of where it is going and whether the effort is on-track.
    - 5-6 year rigorous assessment.
    - Don't want a huge drain on system going into reporting. Need people doing not just reporting.
    - More important than frequency is that there is a robust process and it is maintained over a long time.
    - Annual changes won't be dramatic- too much reporting will inhibit trust.
    - Reporting should fit with state, federal and local budgeting cycles.

APPENDIX B – Sample Assessment Worksheets

(See, Attached Excel Spreadsheets)

Assessment Worksheet 1.1 - 10 YEAR GOALS					WATERSHED NAME:
	Listing Factor:		Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description: (Indicate if New or Abandoned)				
	Priority Tier (1,2,3):				
	Parties responsible for this Listing Factor:				
	Question		Yes	No	Explanation or Comment
	If you answer "No" to any question, Fill out Schedule B for that Question and save a copy with this worksheet. If you answer "Yes," complete the list of questions, then fill out Schedule A once and save it with this worksheet. Follow the file naming protcol in the instructions for each.				Provide more detail about your answer here; Cite to the source of your information where possible.
1.1.1	Do you have a recovery goal (10 Year) for improving this listing factor?				State the Goal and Hypothesis it is testing
1.1.2	Is the recovery goal (10 Year) for this listing factor scientifically sound?				What process or model was used to reach the Goal?
1.1.3	Does this goal have a measurable outcome or can it be quantified in some way?				
1.1.4	Are there concerns with this Watershed's ability to reach this goal?				
1.1.5	Is there an established deadline for when this Goal should be accomplished?				What is the timeframe?
1.1.6	Has this Goal been integrated across other Goals for this Listing Factor?				
1.1.7	Has this Goal been prioritized and sequenced both within this listing Factor and across other listing Factors?				(Priorities should be consistent with the Priority Tier selection above)
	Overall Rating:	GRADE:			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

SCHEDULE A - IMPLEMENTATION (10 year GOALS)					WATERSHED NAME:
	Listing Factor:		Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description:				
	Responsible Parties:				
	IMPLEMENTATION QUESTIONS:		Yes	No	Explanation or Comment
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
A.1	Does this Goal have one or more strategies associated with it? (If you answer "no", Go to Schedule B)				
	INFRASTRUCTURE QUESTIONS:				
A.4	Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?				
A.5	Are you able to recruit, train and retain skilled staff to accomplish the work?				
A.6	Do you have the regional or local support you need to coordinate the work with others, where needed?				
A.7	Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?				
A.8	Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?				
A.9	Is there adequate scientific information to guide the work? If not, what scientific studies are needed?				
	Overall Rating:	GRADE:			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

SCHEDULE B - PLANNING (10 year GOALS)					WATERSHED NAME:
	Listing Factor:		Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description:				
	Missing Element from Worksheet (e.g., scientifically sound goal):				
	Responsible Parties:				
	PLANNING QUESTIONS:		Yes	No	Explanation or Comment
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
B.1	Have you established a process (do you have all the parties needed) to advance this work to the next step?				
B.2	Is the work to fill the gap underway?				
B.3	Do you have a process set up to gain scientific review of the work?				
	INFRASTRUCTURE QUESTIONS:				
B.4	Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?				
B.5	Are you able to recruit, train and retain skilled staff to accomplish the work?				
B.6	Do you have the regional or local support you need to coordinate the work with others, where needed?				
B.7	Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?				
B.8	Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?				
B.9	Is there adequate scientific information to guide the work? If not, what scientific studies are needed?				
	Overall Rating:	GRADE:			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

Assessment Worksheet 1.2 - STRATEGIES OR OBJECTIVES					WATERSHED NAME:
	Listing Factor:		Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Strategy Short Description: (Indicate if New or Abandoned)				
	Goal the Strategy Supports:				
	Priority Tier (1,2,3):				
	Parties responsible for this Listing Factor:				
	Question		Yes	No	Explanation or Comment
	If you answer "No" to any question, Fill out Schedule B for that Question and save a copy with this worksheet. If you answer "Yes," complete the list of questions, then fill out Schedule A once and save it with this worksheet. Follow the file naming protcol in the instructions for each.				Provide more detail about your answer here; Cite to the source of your information where possible.
1.1.1	**Do you have a recovery Strategy for improving this listing factor?**				State the Strategy and Hypothesis it is testing
1.1.2	**Is the recovery Strategy for this listing factor scientifically sound?**				What process or model was used to reach the Strategy?
1.1.3	**Does this Strategy have a measurable outcome or can it be quantified in some way?**				
1.1.5	**Is there an established deadline for when this Strategy should be accomplished?**				What is the timeframe?
1.1.6	**Has this Strategy been integrated across other Strategies for this Listing Factor?**				
1.1.7	**Has this Strategy been prioritized and sequenced both within this listing Factor and across other listing Factors?**				(Priorities should be consistent with the Priority Tier selection above)
1.1.8	**Do you have an adaptive management plan set up that will monitor and adapt this strategy over time?**				If yes, briefly describe the adaptive management plan or cite to it.
1.1.9	**Is this Strategy Effective?** (Do you have effectiveness studies or research underway to tell you if you are getting the results sought?)				If yes, briefly describe the effectiveness studies or research.
	Overall Rating:	**GRADE:**			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

SCHEDULE A - IMPLEMENTATION (STRATEGY)					WATERSHED NAME:
	Listing Factor:		Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description:				
	Responsible Parties:				
	IMPLEMENTATION QUESTIONS:		Yes	No	Explanation or Comment
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
A.1	Does this Strategy have one or more actions or programs developed to implement it? (If "no", Go to Schedule B)				
	INFRASTRUCTURE QUESTIONS:				
A.4	Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?				
A.5	Are you able to recruit, train and retain skilled staff to accomplish the work?				
A.6	Do you have the regional or local support you need to coordinate the work with others, where needed?				
A.7	Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?				
A.8	Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?				
A.9	Is there adequate scientific information to guide the work? If not, what scientific studies are needed?				
	Overall Rating:	GRADE:			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

SCHEDULE B - PLANNING (STRATEGY)					WATERSHED NAME:
	Listing Factor:		Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Strategy Short Description:				
	Missing Element from Worksheet (e.g., scientifically sound goal):				
	Responsible Parties:				
	PLANNING QUESTIONS:		Yes	No	Explanation or Comment
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
B.1	Have you established a process (do you have all the parties needed) to advance this work to the next step?				
B.2	Is the work to fill the gap underway?				
B.3	Do you have a process set up to gain scientific review of the work?				
	INFRASTRUCTURE QUESTIONS:				
B.4	Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?				
B.5	Are you able to recruit, train and retain skilled staff to accomplish the work?				
B.6	Do you have the regional or local support you need to coordinate the work with others, where needed?				
B.7	Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?				
B.8	Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?				
B.9	Is there adequate scientific information to guide the work? If not, what scientific studies are needed?				
	Overall Rating:	GRADE:			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

Assessment Worksheet 1.3 - ACTIONS OR PROGRAMS					WATERSHED NAME:
	Listing Factor:		Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Describe the Suites of Action or Programs: (Indicate if New or Abandoned)				
	Strategy these Actions/Programs Implement:				
	Priority Tier (1,2,3):				
	Parties responsible for the Actions/Programs:				
	Question		**Yes**	**No**	**Explanation or Comment**
	If you answer "No" to any question, Fill out Schedule B for that Question and save a copy with this worksheet. If you answer "Yes," complete the list of questions, then fill out Schedule A once and save it with this worksheet. Follow the file naming protcol in the instructions for each.				Provide more detail about your answer here; Cite to the source of your information where possible.
1.1.1	**Do you have a work program to implement the Actions/Programs?**				
1.1.2	**Are the Actions/Programs scientifically sound?** (Describe how did you choose these suites of actions/programs)				
1.1.3	**Do the Actions/Programs all have a measurable outcome or can they be quantified in some way?** (If "No", go to Schedule B for the Actions/Programs that don't have it).				
1.1.5	**Is there an established deadline for when these Actions/Programs should be accomplished?**				What is the timeframe?
1.1.6	**Have these Actions/Programs been integrated across other Actions for this Listing Factor?**				
1.1.7	**Have these Actions/Programs been prioritized and sequenced both within this listing Factor and across other listing Factors?**				(Priorities should be consistent with the Priority Tier selection above)
1.1.8	**Does the Watershed have an adaptive management plan set up that will monitor and adapt these Actions/Programs over time?**				If yes, briefly describe the adaptive management plan or cite to it.
1.1.9	**Are the Actions/Programs Effective?** (Do you have effectiveness studies or research underway to tell you if you are getting the results sought?)				If yes, briefly describe the effectiveness studies or research.
	Overall Rating:	**GRADE:**			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

SCHEDULE A - IMPLEMENTATION (ACTIONS/PROGRAMS)					WATERSHED NAME:
	Listing Factor:		Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description:				
	Responsible Parties:				
	INFRASTRUCTURE QUESTIONS:				
A.4	Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?				
A.5	Are you able to recruit, train and retain skilled staff to accomplish the work?				
A.6	Do you have the regional or local support you need to coordinate the work with others, where needed?				
A.7	Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?				
A.8	Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?				
A.9	Is there adequate scientific information to guide the work? If not, what scientific studies are needed?				
	Overall Rating:	GRADE:			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

SCHEDULE B - PLANNING (ACTIONS/PROGRAMS)					WATERSHED NAME:
	Listing Factor:		Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Short Description of Actions/Programs:				
	Missing Element from Worksheet (e.g., scientifically sound goal):				
	Responsible Parties:				
	PLANNING QUESTIONS:		Yes	No	Explanation or Comment
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
B.1	Have you established a process (do you have all the parties needed) to advance this work to the next step?				
B.2	Is the work to fill the gap underway?				
B.3	Do you have a process set up to gain scientific review of the work?				
	INFRASTRUCTURE QUESTIONS:				
B.4	Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?				
B.5	Are you able to recruit, train and retain skilled staff to accomplish the work?				
B.6	Do you have the regional or local support you need to coordinate the work with others, where needed?				
B.7	Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?				
B.8	Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?				
B.9	Is there adequate scientific information to guide the work? If not, what scientific studies are needed?				
	Overall Rating:	GRADE:			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

APPENDIX C
U.S. Ocean Commission Sample Report Card

(See attached Report Card and Summary Reports)

JOINT OCEAN COMMISSION INITIATIVE

JOINT OCEAN COMMISSION INITIATIVE

U.S. OCEAN POLICY REPORT CARD

2007

Attached is the Joint Ocean Commission Initiative's 2007 U.S. Ocean Policy Report Card. The report card is a retrospective assessment of the nation's collective progress made during 2007 toward implementing the recommendations of the U.S. Commission on Ocean Policy and the Pew Oceans Commission. The results of this evaluation are based upon careful monitoring of ocean policy developments and communication with leaders in Congress, the Administration, and the states who are responsible for creating and implementing new and improved policies.

The Joint Initiative added a new subject, "Links between Oceans and Climate Change," to call attention to the important relationship between oceans and climate change. Given the staggering economic and ecological ramifications associated with climate change, the Joint Initiative stresses that a better understanding of ocean-related processes and their impacts will be necessary for policy makers and the public to make informed decisions on mitigation and adaptation strategies.

For 2007, the overall grade rose modestly to a C, up from a C- average in 2006. As the individual grades indicate, there have been modest improvements. There are two areas of notable progress:

- States and regions continued to move ocean policy reform forward, making significant strides in improving the management of coastal and ocean resources, and proving that Americans value the economic, environmental, and security benefits of our ocean, coastal, and Great Lakes waters.
- U.S. ratification of the Law of the Sea Convention gained significant momentum due to support from President Bush and his Administration, action in the Senate, and the efforts of a diverse coalition of industry, military, and environmental leaders. Securing Senate approval of the Convention will require strong support from President Bush to ensure that the important national security, economic, and environmental interests that the treaty provides are realized.

Unfortunately, stagnant funding remains the major constraint to making substantial progress in addressing the problems facing our oceans and coasts. Even with a dramatic increase in Fiscal Year (FY) 2008 funding for oceans proposed by the U.S. House of Representatives, these gains were largely erased in the omnibus appropriations bill, a process that also resulted in the elimination of most funding requested by the President to support his new ocean research plan. Despite a continuing dialogue regarding funding needs, the flat budgets endured by most federal ocean and coastal programs over the past four years is at the core of the slow pace of national ocean policy reform.

The Joint Initiative remains committed to providing constructive assistance to leaders at all levels of government, as well as the nongovernmental, academic, and the private sectors, to help our nation realize a coordinated, comprehensive, coherent, and effective national ocean policy.

The Joint Ocean Commission Initiative is a collaborative effort of the U.S. Commission on Ocean Policy and Pew Oceans Commission to catalyze ocean policy reform. Led by Admiral James D. Watkins (U.S. Navy, Ret.) and the Honorable Leon E. Panetta, the primary goal of the Joint Ocean Commission Initiative is to accelerate the pace of change that results in meaningful ocean policy reform. For more information, please visit www.jointoceancommission.org.

JOINT OCEAN COMMISSION INITIATIVE

2007 U.S. OCEAN POLICY REPORT CARD

Subject	Grade	Comments Examples below do not reflect the full scope of activities upon which final grade is based. See full comments attached.
National Ocean Governance Reform (2006=C-)	D  ↓ Lack of policy and framework hampers progress. Consideration, but no enactment of legislation.	**Notable Progress** • House deliberation on comprehensive ocean governance reform • Progress by the House and Senate Commerce Committee on ocean legislation • National stakeholder process to strengthen the Coastal Zone Management Act **Improvements Needed** • Reform national ocean governance by enacting legislation that creates a national ocean policy, codifies NOAA, and strengthens federal coordination • Pass pending ocean legislation, including ocean observing, ocean exploration, coastal land conservation, and ballast water management • Reauthorize and strengthen the Coastal Zone Management Act, National Marine Sanctuaries Act, and Oceans and Human Health Act • Create a national framework to help initiate and coordinate regional efforts
Regional and State Ocean Governance Reform (2006=A-)	A-  – Promising strides in regions and states on a variety of ocean issues.	**Notable Progress** • Progress establishing and implementing state ocean legislation in MA, NJ, and NY and noteworthy progress in AK, CA, FL, HI, LA, OR, and WA • Significant progress in Gulf of Mexico and West Coast regions **Improvements Needed** • Strengthen existing initiatives, including expanding state commitment and federal support • Implement regional initiatives in Southeast and Mid-Atlantic
International Leadership (2006=D-)	C+ ↑ Significant support for Law of the Sea Convention but need Senate approval.	**Notable Progress** • Presidential support for the Law of the Sea Convention • Senate Foreign Relations Committee approval of the Convention • Active support for the Convention by a bipartisan coalition of industry, military, and environmental leaders • Administration support for international ocean policy issues **Improvements Needed** • Senate approval of the Law of the Sea Convention
Research, Science, and Education (2006=D+)	C- ↑ Increasing recognition of the need to strengthen ocean science and education but limited progress.	**Notable Progress** • Administration focus on implementing the Ocean Research Priorities Plan and Implementation Strategy • Continued efforts to develop ocean and coastal observing systems • Expanded federal support and coordination on ocean education • Congressional deliberation on ocean science legislation **Improvements Needed** • Fund implementation of the Ocean Research Priorities Plan and Implementation Strategy • Pass pending ocean science legislation on ocean observing, ocean acidification research, ocean exploration, and coastal and ocean mapping • Reestablish a congressional science and technology advisory office
Fisheries Management Reform (2006=B+)	C+ ↓ Slow progress implementing fisheries management reform.	**Notable Progress** • Initial steps implementing the Magnuson-Stevens Reauthorization Act • Fewer stocks overfished or experiencing overfishing • Progress toward establishing limited access privilege programs • U.S. leadership on international fisheries and habitat conservation **Improvements Needed** • Expedite implementation and funding for Magnuson-Stevens Reauthorization Act reforms • Increase emphasis on incorporating science into decision-making • Improve recreational fisheries monitoring and management • Increase commitment to international fisheries conservation
New Funding for Ocean Policy and Programs (2006=F)	D+ ↑ Efforts to address funding needs but still inadequate.	**Notable Progress** • House joined the Senate in increasing funding support for NOAA • Presidential funding support for Ocean Research Priorities Plan and Implementation Strategy • Ocean research recognized as part of national competiveness initiative **Improvements Needed** • Increase funding for ocean research, management, and infrastructure, including ocean and coastal observing systems • Establish an integrated budget for federal ocean programs • Establish a dedicated ocean trust fund for state and federal programs
Links between Oceans and Climate Change (New)	C New Subject: Initial recognition of role of oceans but need real progress.	**Notable Progress** • Expanded state efforts to mitigate and adapt to impacts of climate change on coastal communities and resources • Increased recognition by Congress of the role of oceans in climate change and the impacts of this change on oceans and coasts **Improvements Needed** • Enact legislation that incorporates ocean science, management, and education into a strategy to mitigate and adapt to climate change • Expand ocean research, observing, modeling, and information delivery systems • Increase federal support of state and regional efforts to address ocean-related impacts of climate change

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JOINT OCEAN COMMISSION INITIATIVE

National Ocean Governance Reform

2007

Grade: D

Why is national ocean governance reform important? The health of our ocean and coastal ecosystems is declining at an alarming rate in the face of increasing pressures such as coastal development, pollution, overfishing, and invasive species. Our current governance approaches and structures greatly hinder effective mechanisms for reversing this downward trend. Significant obstacles include a lack of a clear national ocean policy, confusing and overlapping jurisdictions, and fragmented laws. We must unify our nation around a common goal of protecting and restoring our ocean and coastal ecosystems so that they will continue to be healthy and resilient and able to provide the goods and services that people want and need. Sound ocean policy requires protecting our oceans and coasts while also understanding the relationships among social, cultural, economic, and ecological factors.

What was done in 2007 to address national ocean governance reform?

- House deliberation on comprehensive ocean governance reform
- Progress by the House and Senate Commerce Committee on ocean legislation
- National stakeholder process to strengthen the Coastal Zone Management Act

The Joint Initiative is encouraged by actions in the House to promote comprehensive ocean governance legislation—the Ocean Conservation, Education, and National Strategy for the 21st Century Act. The bill calls for many of the ocean governance reforms recommended by the Joint Initiative including: creating a national ocean policy, reforming and codifying the National Oceanic and Atmospheric Administration (NOAA), codifying and strengthening a coordinating structure for ocean policy in the White House, developing a coordinated and comprehensive offshore management regime, creating a framework for regional ocean governance, and establishing an ocean trust fund.

In addition to the ocean governance legislation, the House and Senate also considered and advanced bills addressing other important ocean and coastal issues. The House passed legislation addressing maritime pollution, coral reef conservation, ocean and coastal mapping, and ocean observing. The Senate Commerce Committee passed legislation addressing coastal land conservation, ballast water management, ocean observation, ocean exploration, coral reef conservation, as well as climate change research.

Recognizing the need to reauthorize the Coastal Zone Management Act (CZMA), NOAA and the Coastal States Organization conducted a robust stakeholder process to engage state coastal managers and federal agency partners as well as representatives from state and local governments, industry, academia, and recreation and nongovernmental groups to gather input on priority issues and innovative ideas for improving the Act. The Joint Initiative applauds this effort to engage a broad spectrum of stakeholders and encourages continued constituent involvement to move CZMA reauthorization legislation in 2008.

What remains to be done to improve the grade? To realize the goals of improving the economic and ecological health of our oceans through effective governance structures and mechanisms, we must enact legislation that develops a national ocean policy, codifies and reforms NOAA, establishes a permanent

interagency coordinating structure in the White House, provides a structure for federal agencies to support and participate in regional partnerships, and institutes coordinated and comprehensive management of offshore waters. Congress must act boldly to transform the current national management regime into a truly effective system for managing our coasts and oceans into the future.

Effective national ocean governance includes federal support for regional and state ocean governance activities that are currently underway around the country. Many regions and states are organizing from the "bottom up," often through the vision and leadership of governors. While federal agencies provide expertise and tools to assist these efforts when requested, a national framework is needed to provide structure for the proactive federal participation needed to help initiate new efforts or further stimulate existing efforts. Active participation by federal agencies could increase the stability of existing efforts, promote progress in efforts that have stalled, and help empower states and regions in initiating new efforts where gaps exist. All levels of government need to play a role in regional and state efforts to effectively address the critical issues facing marine ecosystems.

The Joint Initiative recognizes the importance of reauthorizing and strengthening the CZMA to provide a forward-looking approach to coastal management that promotes new methods for addressing new or evolved issues. We need an improved CZMA that empowers coastal states and communities to make important decisions about activities that take place in coastal areas and provides an integrated framework for managing the trade-offs associated with making those decisions. The CZMA needs to provide clear direction to the federal-state coastal management partnership by providing measurable goals and objectives to guide management decisions. The Joint Initiative applauds efforts by NOAA to develop a viable proposal for reauthorizing and updating this law, and encourages passage of progressive legislation in 2008.

The Joint Initiative also urges the House and Senate to work together to pass pending ocean legislation. These bills would establish federal programs to address critical issues such as coastal land conservation, ballast water management, coral reef conservation, ocean acidification, ocean exploration, ocean observation, ocean mapping and charting, and climate change research. Enactment and funding of these bills would represent a substantial commitment to improving our understanding of ocean ecosystems and a significant step forward in safeguarding valuable ocean and coastal resources.

Congress should also work toward reauthorizing the National Marine Sanctuaries Act and the Oceans and Human Health Act. These bills, which enhance the protection of natural and cultural ocean resources and improve our understanding of the links between oceans and human health, are part of the legislative foundation of a comprehensive national ocean policy.

JOINT OCEAN COMMISSION INITIATIVE

Regional and State Ocean Governance Reform

2007

Grade: A-

Why is regional and state ocean governance reform important? Regional governance mechanisms are needed to achieve a more coordinated, ecosystem-based management approach for improving ocean and coastal health. Such mechanisms enable governments at all levels to work together to identify regional goals and priorities, improve responses to regional needs, and develop and disseminate regionally significant research and information. While the problems facing marine ecosystems must be addressed at the local level, additional tools and support that the federal government can provide are also needed to truly resolve the most pressing issues. Multi-state initiatives and efforts at the state level can strengthen the voice of local stakeholders in communicating those needs to the federal government.

What was done in 2007 to address regional and state ocean governance reform? Over the last few years, ocean governance efforts have emerged in a number of regions and states. The Joint Initiative applauds these efforts and urges further state commitment and federal support for sustain their progress.

State ocean legislation:

- *Massachusetts* – The State Senate and House have both passed various versions of the Massachusetts Ocean Act, a landmark bill that would create an integrated system for managing the state's coastal waters. The Joint Initiative encourages the state's legislative bodies to maintain the bill's core strengths for more comprehensive planning and authorize the Ocean Act in 2008. Similar leadership in the Northeast Regional Ocean Council is encouraged.
- *New Jersey* – The New Jersey Coastal and Ocean Protection Council was established by state legislation and signed by the Governor in early 2008 to promote ecosystem-based management of the state's ocean and coastal resources. The Joint Initiative urges the expeditious appointment of Council members and state funding for Council activities.
- *New York* – The New York Ocean and Great Lakes Ecosystem Conservation Council, which was established by law in 2006, is using ecosystem-based management as the new approach for managing the state's ocean and coastal resources. The Council moved forward on ecosystem-based management demonstration projects, an ocean and coastal atlas, and agency guidelines for implementing an ecosystem-based approach. The Joint Initiative encourages the state legislature and Governor to support and embrace the Council's groundbreaking work.

State ocean governance efforts:

- *California* – The California Fish and Game Commission approved a network of 29 marine protected areas off the state's central coast in 2007. The network covers 204 square miles of ocean, roughly 18 percent of state waters, with a portion set aside as no-take zones. The second phase of the process to develop the nation's first statewide network of marine protected areas also began in the north central coast region of the state.
- *Florida* – The Governor's Action Team on Energy and Climate Change is showing strong leadership by moving to address the impacts of climate change on the state, including adaptation strategies to protect coastal resources and communities.

- *Washington* – The 2007 Washington State legislature approved substantial funding for Puget Sound restoration and recovery, including formation of a new agency, the Puget Sound Partnership. The Partnership works with communities, agencies, and organizations to create an Action Agenda to identify priorities and serve as a roadmap for restoration and protection efforts. The Joint Initiative applauds Washington's governor and legislature for embracing the Puget Sound Partnership.
- *Other state initiatives* that address important ocean issues include the Alaska Ocean Policy Cabinet; Hawaii Ocean and Coastal Council; Louisiana Coastal Protection and Restoration Authority; and Oregon Ocean Policy Advisory Council.

Regional ocean governance initiatives:

- *Gulf of Mexico* – During 2007, the Gulf of Mexico Alliance continued making significant strides on implementing the commitments of the 2006 Governors' Action Plan. The five Gulf state governors also reaffirmed their commitment to the Gulf of Mexico Alliance and its work to protect the waters and coastline of the Gulf of Mexico. The Joint Initiative commends the Gulf states' leadership and achievements in regional ocean governance reform, as well as the active engagement by federal agencies to support progress in the region.
- *West Coast* – The West Coast Governors' Agreement on Ocean Health released its Draft Action Plan in 2007 for public comment; the final version is scheduled for release in 2008. The Action Plan will set forth priority actions for Washington, Oregon, and California in addressing shared challenges to ocean health and advancing an ecosystem-based approach to ocean management. Momentum for ecosystem-based management continued to grow in the region as six local ecosystem-based pilot projects that had progressed independently for years started to explore ways to coordinate and share lessons learned on implementing ecosystem-based approaches.
- *Other multi-state initiatives* that are actively addressing regional ocean issues include: Chesapeake Bay Program; Great Lakes Regional Collaboration; Gulf of Maine Council on the Marine Environment; Long Island Sound Study; and Northeast Regional Ocean Council.

What remains to be done to improve the grade? Many regions and states are developing and implementing ocean governance mechanisms and these efforts require committed participation and support to secure their progress and viability over the long term. A purposeful, proactive, and coordinated federal role in facilitating and supporting these regional and state activities remains an important need that could be addressed through the development of a national framework. Such a framework would enable more federal participation in stimulating existing efforts, fostering renewed progress in efforts that have lost momentum, and helping to initiate new ocean governance efforts in coordination with states and other partners.

The Joint Initiative encourages existing regional and state efforts to continue their progress and urges increased state commitment and federal support to strengthen these activities. We encourage efforts to collaborate regionally in the Caribbean and Pacific Islands, and recognize two regions—the Southeast and Mid-Atlantic—that have shown interest in and a need for regional ocean governance but have not yet established regional governance structures. State agencies in North Carolina, South Carolina, Georgia, and Florida are laying the groundwork for a possible South Atlantic Alliance, which will hopefully come into existence in 2008. The Joint Initiative urges these regions to move forward in developing regional-level ocean governance mechanisms.

APPENDIX E, Continued– NOPLE Assessment Worksheets

(See attached Excel Spreadsheets)

Assessment Worksheet 1.1 - 10 YEAR GOALS					N. Olympic - Elwha
	Listing Factor:	Habitat	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description: (Indicate if New or Abandoned)	PROTECT EXISTING HIGH QUALITY HABITAT WITHIN THE ELWHA WATERSHED.			
	Priority Tier (1,2,3):	1			
	Parties responsible for this Listing Factor:	National Park Service, Lower Elwha Klallam Tribe, N.Olympic Peninsula LE, Clallam Co, N.Olympic Peninsula Land Trust			
	Question		Yes	No	Explanation or Comment
	If you answer "No" to any question, Fill out Schedule B for that Question and save a copy with this worksheet. If you answer "Yes," complete the list of questions, then fill out Schedule A once and save it with this worksheet. Follow the file naming protcol in the instructions for each.				*Protect Habitat thru Programmatic Actions*Protect Habitat thru capital impvts*
1.1.1	Do you have a recovery goal (10 Year) for improving this listing factor?		YES		I still have some confusion here with this & NEED help here...
1.1.2	Is the recovery goal (10 Year) for this listing factor scientifically sound?		YES		We know that salmon require intact, functioning, high quality habitat in order to survive. Acquisition & preservation protects habitat for generations.
1.1.3	Does this goal have a measurable outcome or can it be quantified in some way?		YES		Acreage acquired or protected.
1.1.4	Are there concerns with this Watershed's ability to reach this goal?		YES		No such projects currently on N.Oly. LE 3yr work plan, funding needed for this work, opportunities to protect this land could be lost.
1.1.5	Is there an established deadline for when this Goal should be accomplished?				Elwha timelines are pre&post dam removal, but a more specific timeline could & should be laid out & pursue protection now before opportunity lost.
1.1.6	Has this Goal been integrated across other Goals for this Listing Factor?				????????????????
1.1.7	Has this Goal been prioritized and sequenced both within this listing Factor and across other listing Factors?				(Priorities should be consistent with the Priority Tier selection above)
	Overall Rating:	GRADE:			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

SCHEDULE A - IMPLEMENTATION (10 year GOALS)					N. Olympic-Elwha
	Listing Factor:	**HABITAT**		Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors	
	Goal Short Description:	PROTECT EXISTING HIGH QUALITY HABITAT WITHIN THE WATERSHED			
	Responsible Parties:	Olympic National Park, Lower Elwha Klallam, N. Olympic LE, N. Olympic Land Trust, Clallam Co.			
	IMPLEMENTATION QUESTIONS:		**Yes**	**No**	**Explanation or Comment**
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
A.1	**Does this Goal have one or more strategies associated with it? (If you answer "no", Go to Schedule B)**		Yes		Vol. II Elwha Chapter, Puget Sound Chinook Recovery Plan, Pages 8-25, Note: has lots of measurable objectives, more strategies needed.
	INFRASTRUCTURE QUESTIONS:				
A.4	**Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?**		YES		LE could assist here in bringing partners together to move this effort forward more quickly.
A.5	**Are you able to recruit, train and retain skilled staff to accomplish the work?**		YES		We can do this, as long as there is funding for acquisition and working with landowners to obtain conservation easements.
A.6	**Do you have the regional or local support you need to coordinate the work with others, where needed?**		YES		The support exists both regionally & locally for this work, but funding is needed to help make these actions a reality.
A.7	**Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?**			NO	More outreach/education needed.
A.8	**Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?**		YES		Funding is needed to move this action forward.
A.9	**Is there adequate scientific information to guide the work? If not, what scientific studies are needed?**		YES		
	Overall Rating:	**GRADE:**			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

SCHEDULE B - PLANNING (10 year GOALS)					N. Olympic-Elwha
	Listing Factor:	**HABITAT**	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description:	PROTECT EXISTING HIGH QUALITY HABITAT WITHIN THE WATERSHED.			
	Missing Element from Worksheet (e.g., scientifically sound goal):				
	Responsible Parties:	National Park Service, Lower Elwha Klallam Tribe, N. Olympic Peninsula LE, Clallam Co., N.Olympic Land Trust			
	PLANNING QUESTIONS:		**Yes**	**No**	**Explanation or Comment**
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
B.1	**Have you established a process (do you have all the parties needed) to advance this work to the next step?**				
B.2	**Is the work to fill the gap underway?**				
B.3	**Do you have a process set up to gain scientific review of the work?**				
	INFRASTRUCTURE QUESTIONS:				
B.4	**Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?**				
B.5	**Are you able to recruit, train and retain skilled staff to accomplish the work?**				
B.6	**Do you have the regional or local support you need to coordinate the work with others, where needed?**				
B.7	**Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?**				
B.8	**Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?**				
B.9	**Is there adequate scientific information to guide the work? If not, what scientific studies are needed?**				
	Overall Rating:	**GRADE:**			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

Assessment Worksheet 1.1 - 10 YEAR GOALS					N. Olympic - Elwha
	Listing Factor:	HATCHERY	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description: (Indicate if New or Abandoned)	PROTECT EXISTING HIGH QUALITY HABITAT WITHIN THE ELWHA WATERSHED.			
	Priority Tier (1,2,3):	1			
	Parties responsible for this Listing Factor:	Olympic National Park, (Dept of the Interior), Lower Elwha Klallam, N. Olympic LE, N.Olympic Land Trust, Clallam Co.			
	Question		Yes	No	Explanation or Comment
	If you answer "No" to any question, Fill out Schedule B for that Question and save a copy with this worksheet. If you answer "Yes," complete the list of questions, then fill out Schedule A once and save it with this worksheet. Follow the file naming protcol in the instructions for each.				*Protect Habitat thru Programmatic Actions*Protect Habitat thru capital impvts*
1.1.1	Do you have a recovery goal (10 Year) for improving this listing factor?		YES		I still have some confusion here with this & NEED help here...
1.1.2	Is the recovery goal (10 Year) for this listing factor scientifically sound?		YES		
1.1.3	Does this goal have a measurable outcome or can it be quantified in some way?		YES		
1.1.4	Are there concerns with this Watershed's ability to reach this goal?		YES		
1.1.5	Is there an established deadline for when this Goal should be accomplished?				
1.1.6	Has this Goal been integrated across other Goals for this Listing Factor?				????????????????
1.1.7	Has this Goal been prioritized and sequenced both within this listing Factor and across other listing Factors?				(Priorities should be consistent with the Priority Tier selection above)
	Overall Rating:	GRADE:			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

SCHEDULE A - IMPLEMENTATION (10 year GOALS)					N. Olympic-Elwha
	Listing Factor:	HATCHERY	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description:	Protect existing habitat within the Elwha Watershed.			
	Responsible Parties:	Olympic National Park, Lower Elwha Klallam, N. Olympic LE, N. Olympic Land Trust, Clallam Co.			
	IMPLEMENTATION QUESTIONS:		**Yes**	**No**	**Explanation or Comment**
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
A.1	**Does this Goal have one or more strategies associated with it? (If you answer "no", Go to Schedule B)**		Yes		Vol. II Elwha Chapter, Puget Sound Chinook Recovery Plan, Pages 8-25, Note: has lots of measurable objectives, more strategies needed.
	INFRASTRUCTURE QUESTIONS:				
A.4	**Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?**		YES		LE could assist here in bringing partners together to move this effort forward more quickly.
A.5	**Are you able to recruit, train and retain skilled staff to accomplish the work?**		YES		We can do this, as long as there is funding for acquisition and working with landowners to obtain conservation easements.
A.6	**Do you have the regional or local support you need to coordinate the work with others, where needed?**		YES		The support exists both regionally & locally for this work, but funding is needed to help make these actions a reality.
A.7	**Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?**			NO	More outreach/education needed.
A.8	**Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?**		YES		Funding is needed to move this action forward.
A.9	**Is there adequate scientific information to guide the work? If not, what scientific studies are needed?**		YES		
	Overall Rating:	**GRADE:**			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

SCHEDULE B - PLANNING (10 year GOALS)					WATERSHED NAME:
	Listing Factor:	HATCHERY	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description:	PROTECT EXISTING HIGH QUALITY HABITAT WITHIN THE WATERSHED			
	Missing Element from Worksheet (e.g., scientifically sound goal):				
	Responsible Parties:				
	PLANNING QUESTIONS:		**Yes**	**No**	**Explanation or Comment**
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
B.1	**Have you established a process (do you have all the parties needed) to advance this work to the next step?**				
B.2	**Is the work to fill the gap underway?**				
B.3	**Do you have a process set up to gain scientific review of the work?**				
	INFRASTRUCTURE QUESTIONS:				
B.4	**Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?**				
B.5	**Are you able to recruit, train and retain skilled staff to accomplish the work?**				
B.6	**Do you have the regional or local support you need to coordinate the work with others, where needed?**				
B.7	**Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?**				
B.8	**Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?**				
B.9	**Is there adequate scientific information to guide the work? If not, what scientific studies are needed?**				
	Overall Rating:	**GRADE:**			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

APPENDIX F, Continued
Green-Duwamish and Central Puget Sound Watershed Group

Sample
Assessment Worksheets

(See attached Excel Spreadsheets)

Assessment Worksheet 1.1 - 10 YEAR GOALS					WATERSHED NAME: Green Duwamish/Central Puget Sound (WRIA 9)
	Listing Factor:	**Habitat**	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description: (Indicate if New or Abandoned)	Protect and restore physical, chemical, and biological processes and the freshwater, estuarine, and marine nearshore habitats on whch salmonids depend.			
	Priority Tier (1,2,3):	1			
	Parties responsible for this Listing Factor:	WRIA 9, local governments including 16 cost share partners within WRIA 9, State and Fedral governments, non-profits such as Cascade Land Conservancy.			
	Question		**Yes**	**No**	**Explanation or Comment**
	If you answer "No" to any question, Fill out Schedule B for that Question and save a copy with this worksheet. If you answer "Yes," complete the list of questions, then fill out Schedule A once and save it with this worksheet. Follow the file naming protcol in the instructions for each.				Provide more detail about your answer here; Cite to the source of your information where possible.
1.1.1	**Do you have a recovery goal (10 Year) for improving this listing factor?**		X		The primary hypotheses is that increasing productivity over the next 10 years depends on relieving the bottleneck that exists in the Duwamish Transition zone. This can achieved by restoring/rehabilitating habitat in the Transition Zone and Lower Green River and operational changes at the Soos Creek hatchery that change timing and release of hatchery origin Chinook juveniles to reduce competion with Natural origin Chinook juveniles.
1.1.2	**Is the recovery goal (10 Year) for this listing factor scientifically sound?**		X		The WRIA 9 Plan used an Ecological Synthesis approach to derive prioritized conservation hypotheses via functional linkages (see 2005 WRIA 9 Functional Linkages Report and 2005 WRIA 9 Strategic Assessment) at the watershed scale and sub-wateshed scale. Using information from the WRIA 9 Strategic Assessment, the short-term concern is productivity of natural origin recruit spawners and that both spawning and rearing habitat quantity and quality will need to be addressed.
1.1.3	**Does this goal have a measurable outcome or can it be quantified in some way?**		X		Given the estimated value of natural origin recruit breeders, the short term decline in productivity becomes problematic. If the target of 1,000 as an effective population size for natural origin recruits is used, then the rate of growth to achieve this target in 15 years is approximately 1.05. In the near term (over the next 10 years), a more critical target should be the number of natural origin recruit spawners in the system. In the Green River, the number of natural origin recruits is small and could become smaller with increasing hatchery influence. From 1993 to 2002, the Technical Recovery Team calculated the mean of natural origin recruit spawner escapement to be 1,737. The population appears to be very near the "critical population threshold" and should be increased to the upper values suggested in the viable salmonid population guidelines – 1,000 to 4,200/year.
1.1.4	**Are there concerns with this Watershed's ability to reach this goal?**		X		Yes. There is a severe lack of capacity to achieve this goal. At current rates it will take 100 years to implement the priority actions in the WRIA 9 Plan that are targeted at this goal.
1.1.5	**Is there an established deadline for when this Goal should be accomplished?**		X		Ten to fifteen years
1.1.6	**Has this Goal been integrated across other Goals for this Listing Factor?**		X		We are in the process of integrating this goal primarily with hatchery practice changes based on HSRG recommendations and to a lesser extent harvest practices.
1.1.7	**Has this Goal been prioritized and sequenced both within this listing Factor and across other listing Factors?**		X		
	Overall Rating:	**GRADE: B+**			
	Notable Improvements:	**Adopted an awrad winning (Vision 2020 Award) scientifcally sound salmon habitat restoration plan in 2005 with the partcipation of 16 local cost shared jurisdictions within WRIA 9.**			
	Areas where Improvement is Needed:	**Funding**			
	Key Messages:	**Staff and project funding need to be substantially increased (3 to 4 times) to achieve this goal.**			

SCHEDULE A - IMPLEMENTATION (10 year GOALS)					WATERSHED NAME:
	Listing Factor:	**Habitat**	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description:	Protect and restore physical, chemical, and biological processes and the freshwater, estuarine, and marine nearshore habitats on whch salmonids depend.			
	Responsible Parties:	WRIA 9, local governments including 16 cost share partners within WRIA 9, State and Fedral governments, non-profits such as Cascade Land Conservancy.			
	IMPLEMENTATION QUESTIONS:		**Yes**	**No**	**Explanation or Comment**
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
A.1	**Does this Goal have one or more strategies associated with it? (If you answer "no", Go to Schedule B)**		X		See WRIA 9 Habitat Plan Management Strategies #1 through 4 (pages 5-16 thhrough 5-18).
	INFRASTRUCTURE QUESTIONS:				
A.4	**Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?**		X		The current organiztional structure was adequate for planning purposes. There is, however, some questions as to the effectiveness of the current structure to achieve implementation at a scale and rate necessary to see a measreable affect on productivity in the short term.
A.5	**Are you able to recruit, train and retain skilled staff to accomplish the work?**		X		Yes, but not at the level required.
A.6	**Do you have the regional or local support you need to coordinate the work with others, where needed?**		X		Yes, but not at the level required.
A.7	**Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?**		X		Yes, but not at the level required.
A.8	**Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?**		X		Yes, but not at the level required.
A.9	**Is there adequate scientific information to guide the work? If not, what scientific studies are needed?**		X		
	Overall Rating:	**D**			
	Notable Improvements:	**None since adoption of the habitat plan. Project and operation funding has been on the decline since plan adoption.**			
	Areas where Improvement is Needed:	**Funding**			
	Key Messages:	**Staff and project funding need to be substantially increased (3 to 4 times) to achieve this goal.**			

Assessment Worksheet 1.3 - ACTIONS OR PROGRAMS					WATERSHED NAME: WRIA 9
	Listing Factor:	**Hatcheries**	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Describe the Suites of Action or Programs: (Indicate if New or Abandoned)	Soos Creek production reduced from 4 to 7 million to 3.2 million fingerlings and .3 million yearlings, increasing proportion of NOR's in broodstock, Soos Creek hatchery upgrades, and implement HSRG recommendations.			
	Strategy these Actions/Programs Implement:	**Draft Strategy. Not adopted by WRIA 9 Forum.** Increase likelihood of NOR spawner viability and productivity.			
	Priority Tier (1,2,3):	**Not determined at this time.**			
	Parties responsible for the Actions/Programs:	WDFW, MIT's			
	Question		**Yes**	**No**	**Explanation or Comment**
	If you answer "No" to any question, Fill out Schedule B for that Question and save a copy with this worksheet. If you answer "Yes," complete the list of questions, then fill out Schedule A once and save it with this worksheet. Follow the file naming protcol in the instructions for each.				Provide more detail about your answer here; Cite to the source of your information where possible.
1.1.1	**Do you have a work program to implement the Actions/Programs?**		Yes		WDFW work program to upgrade Soos Creek hatchery and implement HSRG recommendations.
1.1.2	**Are the Actions/Programs scientifically sound?** (Describe how did you choose these suites of actions/programs)		Yes		TRT and HSRG review
1.1.3	**Do the Actions/Programs all have a measurable outcome or can they be quantified in some way?** (If "No", go to Schedule B for the Actions/Programs that don't have it).		Yes		Addressed in WDFW work program
1.1.5	**Is there an established deadline for when these Actions/Programs should be accomplished?**		Yes		10 to 15 years
1.1.6	**Have these Actions/Programs been integrated across other Actions for this Listing Factor?**		Yes		On-going as part of H-integration.
1.1.7	**Have these Actions/Programs been prioritized and sequenced both within this listing Factor and across other listing Factors?**		Yes		On-going as part of H-integration.
1.1.8	**Does the Watershed have an adaptive management plan set up that will monitor and adapt these Actions/Programs over time?**		Yes		Soos Creek hatchery monitoring program and On-going as part of H-integration.
1.1.9	**Are the Actions/Programs Effective?** (Do you have effectiveness studies or research underway to tell you if you are getting the results sought?)		Yes		On-going as part of H-integration.
	Overall Rating:	**GRADE: C**			
	Notable Improvements:	**Co-managers involved in H-integration.**			
	Areas where Improvement is Needed:	**Consensus on final H-integration approach and funding to accomplish the work.**			
	Key Messages:	WRIA 9 has limited ability to affect changes.			

SCHEDULE A - IMPLEMENTATION (ACTIONS/PROGRAMS)					WATERSHED NAME: WRIA 9
	Listing Factor:	**Hatchery**	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description:	**Draft goal not adopted by WRIA 9 Forum.** The target NOR growth rate over 15 years of 1.05 or greater based on total returns, and increase the average annual egg to migrant survival rate from 4% to 8%.			
	Responsible Parties:	WDFW, MIT's			
	INFRASTRUCTURE QUESTIONS:				
A.4	**Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?**		Yes		There is some question regarding the most effective organization to accomplish this goal.
A.5	**Are you able to recruit, train and retain skilled staff to accomplish the work?**		Yes		To some extent.
A.6	**Do you have the regional or local support you need to coordinate the work with others, where needed?**		Yes		To some extent.
A.7	**Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?**		Yes		To some extent.
A.8	**Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?**		Yes		To some extent.
A.9	**Is there adequate scientific information to guide the work? If not, what scientific studies are needed?**		Yes		To some extent.
	Overall Rating:	**GRADE: C**			
	Notable Improvements:	**Co-managers involved in H-integration.**			
	Areas where Improvement is Needed:	**Consensus on final H-integration approach and funding to accomplish the work.**			
	Key Messages:	WRIA 9 has limited ability to affect changes.			

APPENDIX G – Stillaguamish Worksheet Sample

Habitat Protection Listing Factor

Table of Contents

The habitat protection report card worksheets include numerous seperate tabs. This table of contents has been developed to help keep them organized and will include hyperlinks to each of the individual tabs. Until the hyperlinks are activate, please click on the correspondint tab to the Table of Contents below and you will be routed to the worksheet.

Stillaguamish Watershed Assessment Worksheets
2008

Assessment Worksheet 1.1 - 10 YEAR GOALS					WATERSHED NAME: Stillaguamish
	Listing Factor:	**Habitat**	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description: (Indicate if New or Abandoned)	Protect existing salmon habitat throughout the Stillaguamish Watershed to ensure no net loss and to prevent further degradation.			
	Priority Tier (1,2,3):	**Not ranked**			
	Parties responsible for this Listing Factor:	Snohomish County, local municipal governments, Stillaguamish Tribe, State and Federal government agencies, participating non-profit organizations, land owners			
	Question		**Yes**	**No**	**Explanation or Comment**
	If you answer "No" to any question, Fill out Schedule B for that Question and save a copy with this worksheet. If you answer "Yes," complete the list of questions, then fill out Schedule A once and save it with this worksheet. Follow the file naming protocol in the instructions for each.				Provide more detail about your answer here; Cite to the source of your information where possible.
1.1.1	**Do you have a recovery goal (10 Year) for improving this listing factor?**		X		Future status of Chinook salmon depends on protecting remaining places where good habitat exists. Without habitat protection, the habitat restoration activities will not reverse the decline of the Chinook populations.
1.1.2	**Is the recovery goal (10 Year) for this listing factor scientifically sound?**		X		This goal draws on key literature related to habitat conditions and salmon populations. In addition, Ecosystem Diagnosis Tool (EDT) scenarios were used to determine the effect that achieving 10-year restoration targets would have on the North Fork and South Fork Stillaguamish Chinook salmon populations (given existing habitat is protected).
1.1.3	**Does this goal have a measurable outcome or can it be quantified in some way?**		X		Ultimate measure of success/failure to meet this goal is land use/land cover: specifically a change in mature forest land cover, near stream impervious surface, wetland acres, bank hardening and hydromodification.
1.1.4	**Are there concerns with this Watershed's ability to reach this goal?**		X		Pressures from urbanization and conversion of agriculture and forest lands to residential use present challenges to achieving this goal. See Recovery Plan: Chapter 9 for more details on long-term planning issues.
1.1.5	**Is there an established deadline for when this Goal should be accomplished?**		X		No net loss in existing habitat is an ongoing goal. However, immediate goals relate to updating critical areas and shoreline management regulations at the local and county level by 2009 and 2012, respectively and achieving TMDL actions by 2009. Generally habitat protection goals are not as clearly defined as for other goals.
1.1.6	**Has this Goal been integrated across other Goals for this Listing Factor?**		X		Habitat protection is closely connected to habitat restoration activities. However, this goal is not as closely integrated with restoration goal because Habitat Protection targets are not well defined.
1.1.7	**Has this Goal been prioritized and sequenced both within this listing Factor and across other listing Factors?**			X	The Habitat, Harvest, and Hatchery listing factors are considered equally important. However habitat protection priority areas have not been clearly delineated.
	Overall Rating:	**GRADE: C**			
	Notable Improvements:	Snohomish County has established a transfer of Development Rights (TDR) program for mainstem between Arlington and I-5. City of Arlington acquisition of riparian conservation easements on Graasstra Farm. County has adopted new critical areas regulations (Randy Midaw specify). CLC is implementing a habitat acquisition and restoration project on the North Fork. Stillaguamish Tribe acquired lower Pilchuck Creek.			
	Areas where Improvement is Needed:	Clearer definition of baseline conditions is needed to ensure goal of "no net loss" is achieved and to facilitate better accounting/record keeping on conservation activities this would allow tracking progress and allow responsible parties to better target conservation/protection activities. Need to develop a strategy for improving forest cover on DNR and private industrial forest land to reduce high peak flows.			
	Key Messages:	Future status of Chinook salmon depends on protecting remaining places where good habitat exists. Without habitat protection, the habitat restoration activities will not reverse the decline of the Chinook populations. Clearer definition of baseline conditions is needed to ensure goal of "no net loss" is achieved and better accounting/record keeping on conservation activities.			

SCHEDULE A - IMPLEMENTATION (10 year GOALS)					WATERSHED NAME: Stillaguamish
	Listing Factor:	**Habitat**	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description:	Protect existing salmon habitat throughout the Stillaguamish Watershed to ensure no net loss and to prevent further degradation.			
	Responsible Parties:	Snohomish County, local municipal governments, Stillaguamish Tribe, State and Federal government agencies, participating non-profit organizations, land owners			
	IMPLEMENTATION QUESTIONS:		**Yes**	**No**	**Explanation or Comment**
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
A.1	**Does this Goal have one or more strategies associated with it? (If you answer "no", Go to Schedule B)**		X		Strategies to accomplish this goal include capital investments and programmatic strategies.
	INFRASTRUCTURE QUESTIONS:				
A.4	**Do you have the organizational structure needed to manage the work and keep it on schedule toward completion?**			X	Lacking capacity for monitoring and adaptive management and taking what is learned from monitoring activities to the project sponsors.
A.5	**Are you able to recruit, train and retain skilled staff to accomplish the work?**			X	Sufficient staff are not available to coordinate habitat protection.
A.6	**Do you have the regional or local support you need to coordinate the work with others, where needed?**			X	Local land use management staff are not familiar with the Stilly Chinook Recovery Plan. Regional staff (state and federal level-level) are not involved in local habitat protection activities. Enforcement at the local level is complaint driven and at the state/federal enforcement is weak.
A.7	**Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?**			X	A broad-based general out reach and education program are raising awareness of habitat protection and stewardship. Do not have adequate targeted education/out reach for specific audiences. See Recovery Plan: Chapter (pg 129)
A.8	**Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?**			X	Generally, there is support for the Stillaguamish Recovery Plan among leaders at key levels, but not all local governments within the watershed have signed onto the Stillaguamish Recovery Plan. Actions and programs of various agencies are not always consistent with this habitat protection goal.
A.9	**Is there adequate scientific information to guide the work? If not, what scientific studies are needed?**		X		Adequate information, but has not been translated into clear habitat protection actions and priorities.
	Overall Rating:	**GRADE: C**			
	Notable Improvements:	Snohomish County has established a transfer of Development Rights (TDR) program for mainstem between Arlington and I-5. City of Arlington acquisition of riparian conservation easements on Graasstra Farm. County has adopted new critical areas regulations (Randy Midaw specify). CLC is implementing a habitat acquisition and restoration project on the North Fork. Stillaguamish Tribe acquired lower Pilchuck Creek.			
	Areas where Improvement is Needed:	Clearer definition of baseline conditions is needed to ensure goal of "no net loss" is achieved and better accounting/record keeping on conservation activities this would allow tracking progress and allow responsible parties to better target conservation/protection activities. Need to develop a strategy for improving forest cover on DNR and private industrial forest land to reduce high peak flows.			
	Key Messages:	Future status of Chinook salmon depends on protecting remaining places where good habitat exists. Without habitat protection, the habitat restoration activities will not reverse the decline of the Chinook populations. Clearer definition of baseline conditions is needed to ensure goal of "no net loss" is achieved and better accounting/record keeping on conservation activities.			

SCHEDULE B - PLANNING (10 year GOALS)					WATERSHED NAME: Stillaguamish
	Listing Factor:	**Habitat**	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Goal Short Description:	Protect existing salmon habitat throughout the Stillaguamish Watershed to ensure no net loss and to prevent further degradation.			
	Missing Element from Worksheet (e.g., scientifically sound goal):				
	Responsible Parties:	Snohomish County, local municipal governments, Stillaguamish Tribe, State and Federal government agencies, participating non-profit organizations, land owners			
	PLANNING QUESTIONS:		**Yes**	**No**	**Explanation or Comment**
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
B.1	**Have you established a process (do you have all the parties needed) to advance this work to the next step?**		X		In some cases. The SIRC intends to convene a meeting with local state and federal decision-makers to discuss salmon recovery priorities, progress and needs. Lower Stillaguamish Initiative underway to build community support for lower floodplain and estuary conservation.
B.2	**Is the work to fill the gap underway?**		X		Same as above. With the following exception: do not have work underway to fill the gap on forest cover protection.
B.3	**Do you have a process set up to gain scientific review of the work?**			X	With a focus on forest cover, do not have scientific review of forest cover protection process.
	INFRASTRUCTURE QUESTIONS:				
B.4	**Do you have the organizational structure needed to manage the work and keep it on schedule toward completion?**			X	Lacking capacity for monitoring and adaptive management and taking what is learned from monitoring activities to the project sponsors.
B.5	**Are you able to recruit, train and retain skilled staff to accomplish the work?**			X	Sufficient staff are not available to coordinate habitat protection.
B.6	**Do you have the regional or local support you need to coordinate the work with others, where needed?**			X	Local land use management staff are not familiar with the Stilly Chinook Recovery Plan. Regional staff (state and federal level-level) are not involved in local habitat protection activities. Enforcement at the local level is complaint driven and at the state/federal enforcement is weak.
B.7	**Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?**			X	A broad-based general out reach and education program are raising awareness of habitat protection and stewardship. Do not have adequate targeted education/out reach for specific audiences. See Recovery Plan: Chapter (pg 129)
B.8	**Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?**			X	Generally, there is support for the Stillaguamish Recovery Plan among leaders at key levels, but not all local governments within the watershed have signed onto the Stillaguamish Recovery Plan. Actions and programs of various agencies are not always consistent with this habitat protection goal.
B.9	**Is there adequate scientific information to guide the work? If not, what scientific studies are needed?**		X		Adequate information, but has not been translated into clear habitat protection actions and priorities.
	Overall Rating:	**GRADE: C**			
	Notable Improvements:	Snohomish County has established a transfer of Development Rights (TDR) program for mainstem between Arlington and I-5. City of Arlington acquisition of riparian conservation easements on Graasstra Farm. County has adopted new critical areas regulations (Randy Midaw specify). CLC is implementing a habitat acquisition and restoration project on the North Fork. Stillaguamish Tribe acquired lower Pilchuck Creek.			
	Areas where Improvement is Needed:	Clearer definition of baseline conditions is needed to ensure goal of "no net loss" is achieved and better accounting/record keeping on conservation activities this would allow tracking progress and allow responsible parties to better target conservation/protection activities. Need to develop a strategy for improving forest cover on DNR and private industrial forest land to reduce high peak flows.			
	Key Messages:	Future status of Chinook salmon depends on protecting remaining places where good habitat exists. Without habitat protection, the habitat restoration activities will not reverse the decline of the Chinook populations. Clearer definition of baseline conditions is needed to ensure goal of "no net loss" is achieved and better accounting/record keeping on conservation activities.			

Assessment Worksheet 1.2 - STRATEGIES OR OBJECTIVES					WATERSHED NAME: Stillaguamish
	Listing Factor:	**Habitat**	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Strategy Short Description: (Indicate if New or Abandoned)	Protect habitat through programmatic actions			
	Goal the Strategy Supports:	Protect existing salmon habitat throughout the Stillaguamish Watershed to ensure no net loss and to prevent further degradation.			
	Priority Tier (1,2,3):	**Not ranked**			
	Parties responsible for this Listing Factor:	Snohomish County, local municipal governments, State and Federal government agencies, participating non-profit organizations			
	Question		Yes	No	Explanation or Comment
	If you answer "No" to any question, Fill out Schedule B for that Question and save a copy with this worksheet. If you answer "Yes," complete the list of questions, then fill out Schedule A once and save it with this worksheet. Follow the file naming protocol in the instructions for each.				Provide more detail about your answer here; Cite to the source of your information where possible.
1.1.1	**Do you have a recovery Strategy for improving this listing factor?**		X		Future status of Chinook salmon depends on protecting remaining places where good habitat exists. Without habitat protection, the habitat restoration activities will not reverse the decline of the Chinook populations.
1.1.2	**Is the recovery Strategy for this listing factor scientifically sound?**		X		This goal draws on key literature related to habitat conditions and salmon populations. In addition, Ecosystem Diagnosis Tool (EDT) scenarios were used to determine the effect that achieving 10-year restoration targets would have on the North Fork and South Fork Stillaguamish Chinook salmon populations (given existing habitat is protected).
1.1.3	**Does this Strategy have a measurable outcome or can it be quantified in some way?**		X		This strategy identifies specific programmatic actions which must be completed to ensure habitat is protected. Including update/revisions to critical areas regulations and shoreline protection rules.
1.1.5	**Is there an established deadline for when this Strategy should be accomplished?**			X	No net loss in existing habitat is an ongoing goal. However, immediate goals relate to updating critical areas and shoreline management regulations at the local and county level by 2009 and 2012, respectively and achieving TMDL actions by 2009. Timelines and measurement of progress on other activities included within this strategy such as enforcement and implementation on incentive programs are not clearly defined.
1.1.6	**Has this Strategy been integrated across other Strategies for this Listing Factor?**				Habitat protection is closely connected to habitat restoration activities. However, this goal is not as closely integrated with restoration goal because Habitat Protection targets are not well defined.
1.1.7	**Has this Strategy been prioritized and sequenced both within this listing Factor and across other listing Factors?**		X		The Habitat, Harvest, and Hatchery listing factors are considered equally important. However habitat protection priority areas have not been clearly delineated.
1.1.8	**Do you have an adaptive management plan set up that will monitor and adapt this strategy over time?**		X		See Recovery Plan: Chapter 8
1.1.9	**Is this Strategy Effective?** (Do you have effectiveness studies or research underway to tell you if you are getting the results sought?)		X		It is too early in the process to see measurable benefits from habitat protection on salmon populations or to see whether programmatic habitat protection actions are successfully preserving salmon habitat.
	Overall Rating:	**GRADE: C**			
	Notable Improvements:	County has adopted new critical areas regulations (Randy Midaw specify) and the Comprehensive plan has been updated. In addition, Snohomish County has established a transfer of Development Rights (TDR) program for mainstem between Arlington and I-5.			
	Areas where Improvement is Needed:	Clearer definition of baseline conditions is needed to ensure goal of "no net loss" is achieved. Need to develop a strategy for improving forest cover on DNR and private industrial forest land to reduce high peak flows.			
	Key Messages:	Future status of Chinook salmon depends on protecting remaining places where good habitat exists. Without habitat protection, the habitat restoration activities will not reverse the decline of the Chinook populations. Clearer definition of baseline conditions is needed to ensure goal of "no net loss" is achieved.			

SCHEDULE A - IMPLEMENTATION (STRATEGY)					WATERSHED NAME: Stillaguamish
	Listing Factor:	**Habitat**	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	~~Goal~~Strategy Short Description:	Protect habitat through programmatic actions			
	Responsible Parties:	Snohomish County, local municipal governments, State and Federal government agencies, participating non-profit organizations			
	IMPLEMENTATION QUESTIONS:		**Yes**	**No**	**Explanation or Comment**
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
A.1	**Does this Strategy have one or more actions or programs developed to implement it? (If "no", Go to Schedule B)**		X		See recovery Plan: Chapter 6.
	INFRASTRUCTURE QUESTIONS:				
A.4	**Do you have the organizational structure needed to manage the work and keep it on schedule toward completion?**			X	Lacking capacity for monitoring and adaptive management and taking what is learned from monitoring activities to the project sponsors.
A.5	**Are you able to recruit, train and retain skilled staff to accomplish the work?**			X	Sufficient staff are not available to coordinate habitat protection.
A.6	**Do you have the regional or local support you need to coordinate the work with others, where needed?**			X	Local land use management staff are not familiar with the Stilly Chinook Recovery Plan. Regional staff (state and federal level-level) are not involved in local habitat protection activities. Enforcement at the local level is complaint driven and at the state/federal enforcement is weak.
A.7	**Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?**			X	A broad-based general out reach and education program are raising awareness of habitat protection and stewardship. Do not have adequate targeted education/out reach for specific audiences. See Recovery Plan: Chapter (pg 129)
A.8	**Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?**			X	Generally, there is support for the Stillaguamish Recovery Plan among leaders at key levels, but not all local governments within the watershed have signed onto the Stillaguamish Recovery Plan. Actions and programs of various agencies are not always consistent with this habitat protection goal.
A.9	**Is there adequate scientific information to guide the work? If not, what scientific studies are needed?**		X		Adequate information, but has not been translated into clear habitat protection actions and priorities.
	Overall Rating:	**GRADE: C**			
	Notable Improvements:	County has adopted new critical areas regulations (Randy Midaw specify) and the Comprehensive plan has been updated. In addition, Snohomish County has established a transfer of Development Rights (TDR) program for mainstem between Arlington and I-5.			
	Areas where Improvement is Needed:	Clearer definition of baseline conditions is needed to ensure goal of "no net loss" is achieved. Need to develop a strategy for improving forest cover on DNR and private industrial forest land to reduce high peak flows.			
	Key Messages:	Future status of Chinook salmon depends on protecting remaining places where good habitat exists. Without habitat protection, the habitat restoration activities will not reverse the decline of the Chinook populations. Clearer definition of baseline conditions is needed to ensure goal of "no net loss" is achieved.			

SCHEDULE B - PLANNING (STRATEGY)					WATERSHED NAME: Stillaguamish
	Listing Factor:	**Habitat**			Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors
	Strategy Short Description:	Protect habitat through programmatic actions			
	Missing Element from Worksheet (e.g., scientifically sound goal):				
	Responsible Parties:	Snohomish County, local municipal governments, State and Federal government agencies, participating non-profit organizations			
	PLANNING QUESTIONS:		**Yes**	**No**	**Explanation or Comment**
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
B.1	**Have you established a process (do you have all the parties needed) to advance this work to the next step?**				
B.2	**Is the work to fill the gap underway?**				
B.3	**Do you have a process set up to gain scientific review of the work?**				
	INFRASTRUCTURE QUESTIONS:				
B.4	**Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?**				
B.5	**Are you able to recruit, train and retain skilled staff to accomplish the work?**				
B.6	**Do you have the regional or local support you need to coordinate the work with others, where needed?**				
B.7	**Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?**				
B.8	**Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?**				
B.9	**Is there adequate scientific information to guide the work? If not, what scientific studies are needed?**				
	Overall Rating:	**GRADE:**			
	Notable Improvements:				
	Areas where Improvement is Needed:				
	Key Messages:				

Assessment Worksheet 1.2 - STRATEGIES OR OBJECTIVES					WATERSHED NAME: Stillaguamish
	Listing Factor:	**Habitat**	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Strategy Short Description: (Indicate if New or Abandoned)	Protect habitat through capital investments. Metric: Acquire 1,445 acres of existing habitat within the next 10-years.			
	Goal the Strategy Supports:	Protect existing salmon habitat throughout the Stillaguamish Watershed to ensure no net loss and to prevent further degradation.			
	Priority Tier (1,2,3):	**Not ranked**			
	Parties responsible for this Listing Factor:	Snohomish County, Stillaguamish Tribe, local municipal governments, State and Federal government agencies, participating non-profit organizations			
	Question		Yes	No	Explanation or Comment
	If you answer "No" to any question, Fill out Schedule B for that Question and save a copy with this worksheet. If you answer "Yes," complete the list of questions, then fill out Schedule A once and save it with this worksheet. Follow the file naming protocol in the instructions for each.				Provide more detail about your answer here; Cite to the source of your information where possible.
1.1.1	**Do you have a recovery Strategy for improving this listing factor?**		X		Targeted capital investments can be used to ensure high priority habitats are protected and increase overall measurement and accountability related to accomplishing the goal of no net loss of habitat.
1.1.2	**Is the recovery Strategy for this listing factor scientifically sound?**		X		Targeting specific properties would be guided by key literature related to habitat conditions and salmon populations and watershed analysis of high priority areas (see Recovery plan: Figures 18 - 20). Note: these figures do not include a figure showing high priority protection/restoration forest lands to address the hydrology limiting factor. Economic and political considerations are also relevant to this strategy.
1.1.3	**Does this Strategy have a measurable outcome or can it be quantified in some way?**			X	Completion of an inventory of sensitive riparian habitats used by Chinook salmon is a measurable deliverable (recovery Plan, pg. 125). The 10-year acquisition goal is 1,445 acres, however additional analysis is needed to direct acquisition to targets/high priority areas.
1.1.5	**Is there an established deadline for when this Strategy should be accomplished?**			X	Work on this strategy is ongoing. Deadline for inventory not specified.
1.1.6	**Has this Strategy been integrated across other Strategies for this Listing Factor?**			X	Habitat protection is closely connected to habitat restoration activities. However, this goal is not as closely integrated with restoration goal because Habitat Protection targets are not well defined.
1.1.7	**Has this Strategy been prioritized and sequenced both within this listing Factor and across other listing Factors?**		X		Strategies are considered equally important.
1.1.8	**Do you have an adaptive management plan set up that will monitor and adapt this strategy over time?**		X		A monitoring and adaptive management has been developed, but measurable indicators are not specific to capital investments. See Recovery Plan: Chapter 8
1.1.9	**Is this Strategy Effective?** (Do you have effectiveness studies or research underway to tell you if you are getting the results sought?)		X		It is too early in the process to see measurable benefits from habitat protection on salmon populations.
	Overall Rating:	**GRADE: C**			
	Notable Improvements:	Snohomish County has established a transfer of Development Rights (TDR) program for mainstem between Arlington and I-5. Riparian area of lower South Fork has been protected by conservation easements. CLC is implementing a habitat acquisition and restoration project on the North Fork. Stillaguamish Tribe acquired lower Pilchuck Creek. Stillaguamish acquisition of Lower Pilchuck Creek. City of Arlington acquisition of riparian conservation easements on Graasstra Farm.			
	Areas where Improvement is Needed:	Clear direction on where the acreage that would be protected through acquisition is needed. Obstacles encountered for securing funding and aligning partners to complete property acquisition projects.			
	Key Messages:	Cost of property acquisitions is higher than available funding. Property acquisition for restoration in the Lower Floodplain and Estuary is often perceived by the farming community as a threat to agricultural land preservation. Permitting for restoration project on ag. land is an issue for Snohomish County.			

SCHEDULE A - IMPLEMENTATION (STRATEGY)					WATERSHED NAME: Stillaguamish
	Listing Factor:	**Habitat**		Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors	
	~~Goal~~ Strategy Short Description:	Protect habitat through capital investments. Metric: Acquire 1,445 acres of existing habitat within the next 10-years.			
	Responsible Parties:	Snohomish County, Stillaguamish Tribe, local municipal governments, State and Federal government agencies, participating non-profit organizations			
	IMPLEMENTATION QUESTIONS:			**Yes**	**No**	**Explanation or Comment**
	If you answer "NO" to any question, consider this in scoring this worksheet.					Provide more detail about your answer here; Cite to the source of your information where possible.
A.1	**Does this Strategy have one or more actions or programs developed to implement it? (If "no", Go to Schedule B)**			X		See Recovery Plan: Chapter 6
	INFRASTRUCTURE QUESTIONS:					
A.4	**Do you have the organizational structure needed to manage the work and keep it on schedule toward completion?**				X	Facilitating negotiations between landowners and Snohomish County regarding conflicting policies related to agricultural land are time intensive and require policy decisions, which there are not sufficient staff/resources available to address.
A.5	**Are you able to recruit, train and retain skilled staff to accomplish the work?**				X	Do not have sufficient staff to focus on resolving conflicting land use and agricultural land management policies. Not enough funding in the lead entity package to address land use policy issues.
A.6	**Do you have the regional or local support you need to coordinate the work with others, where needed?**				X	Policy issues require coordination among a variety of agencies and also enter within the realm of private property rights which can be controversial and requires wider support.
A.7	**Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?**				X	A broad-based general outreach and education program is raising awareness of habitat protection and stewardship. Do not have adequate targeted education/outreach for land owners/agricultural community. See Recovery Plan: Chapter (pg 129)
A.8	**Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?**				X	More funding and commitment a various government levels is needed to meet the property acquisition goal.
A.9	**Is there adequate scientific information to guide the work? If not, what scientific studies are needed?**			X		Adequate information, but it has not been translated into clear habitat protection actions and priorities.
	Overall Rating:	**GRADE: C**				
	Notable Improvements:	Snohomish County has established a transfer of Development Rights (TDR) program for mainstem between Arlington and I-5. Riparian area of lower South Fork has been protected by conservation easements. CLC is implementing a habitat acquisition and restoration project on the North Fork. Stillaguamish Tribe acquired lower Pilchuck Creek. Stillaguamish acquisition of Lower Pilchuck Creek. City of Arlington acquisition of riparian conservation easements on Graasstra Farm.				
	Areas where Improvement is Needed:	Clear direction on where the acreage that would be protected through acquisition is needed. Obstacles encountered for securing funding and aligning partners to complete property acquisition projects.				
	Key Messages:	Cost of property acquisitions is higher than available funding. Property acquisition for restoration in the Lower Floodplain and Estuary is often perceived by the farming community as a threat to agricultural land preservation. Permitting for restoration project on ag. land is an issue for Snohomish County.				

SCHEDULE B - PLANNING (STRATEGY)					WATERSHED NAME: Stillaguamish
	Listing Factor:	**Habitat**	Factors: Habitat, Harvest, Hatcheries, Hydro, Predation, Disease, Natural Factors		
	Strategy Short Description:	Protect habitat through capital investments. Metric: Acquire 1,445 acres of existing habitat within the next 10-years.			
	Missing Element from Worksheet (e.g., scientifically sound goal):				
	Responsible Parties:	Snohomish County, Stillaguamish Tribe, local municipal governments, State and Federal government agencies, participating non-profit organizations			
	PLANNING QUESTIONS:		**Yes**	**No**	**Explanation or Comment**
	If you answer "NO" to any question, consider this in scoring this worksheet.				Provide more detail about your answer here; Cite to the source of your information where possible.
B.1	**Have you established a process (do you have all the parties needed) to advance this work to the next step?**			X	A variety of efforts are underway to target areas for acquisition (e.g., CLC efforts in the North Fork). Lower Stilly Initiative for the mainstem is more focused on advancing resolution of policy issues. A process for addressing forest land management and actions necessary to facilitate salmon recovery has not been initiated.
B.2	**Is the work to fill the gap underway?**		X		Lead entity staff are working with Snohomish county to address policy issues related to Ag. Lands and salmon recovery. A process for addressing forest land management and actions necessary to facilitate salmon recovery has not been initiated.
B.3	**Do you have a process set up to gain scientific review of the work?**			X	The TAG could provide scientifc revew.
	INFRASTRUCTURE QUESTIONS:				
B.4	**Do you have the organiational structure needed to manage the work and keep it on schedule toward completion?**				see Schedule A
B.5	**Are you able to recruit, train and retain skilled staff to accomplish the work?**				see Schedule A
B.6	**Do you have the regional or local support you need to coordinate the work with others, where needed?**				see Schedule A
B.7	**Do you have the outreach/education programs to gain support of the public, governments or other organizations necessary to perform this work?**				see Schedule A
B.8	**Are leaders at the local, state, tribal, federal levels actively supporting the work where needed? If not, what is needed?**				see Schedule A
B.9	**Is there adequate scientific information to guide the work? If not, what scientific studies are needed?**				see Schedule A
	Overall Rating:	**GRADE: C**			
	Notable Improvements:	Snohomish County has established a transfer of Development Rights (TDR) program for mainstem between Arlington and I-5. Riparian area of lower South Fork has been protected by conservation easements. CLC is implementing a habitat acquisition and restoration project on the North Fork. Stillaguamish Tribe acquired lower Pilchuck Creek. Stillaguamish acquisition of Lower Pilchuck Creek. City of Arlington acquisition of riparian conservation easements on Graasstra Farm.			
	Areas where Improvement is Needed:	Clear direction on where the acreage that would be protected through acquisition is needed. Obstacles encountered for securing funding and aligning partners to complete property acquisition projects.			
	Key Messages:	Cost of property acquisitions is higher than available funding. Property acquisition for restoration in the Lower Floodplain and Estuary is often perceived by the farming community as a threat to agricultural land preservation. Permitting for restoration project on ag. land is an issue for Snohomish County.			